

FINANCIAL TIMES



Nato expansion
Eastern Europeans
fear another Yalta

Europe, Page 10



Britanny
Struggling to preserve
hard won prosperity

Page 2



Turkmenistan
Joining the oil
investment queue

Page 6



TOMORROWS
Weekend FT
Darwin still gets
under the skin

World Business Newspaper <http://www.FT.com>

FRIDAY FEBRUARY 14 1997

Alitalia losses put restructure plan in jeopardy

Higher-than-expected losses at Alitalia, the Italian state airline, will make it difficult for the European Commission to approve an amended government plan to restructure the loss-making flag carrier with L3,000bn (\$1.8bn). The treasury minister, Carlo Azeglio Ciampi, the expected to reach L1,300bn, is understood to have put approval of the rescue plan in jeopardy. Page 12; US braces for travel chaos, Page 4

Defector's bid for 'reconciliation'

Senior North Korean official Hwang Jang-yop (left), who is seeking asylum in South Korea, said it was a bid to promote "reconciliation and unification" by holding talks with Seoul officials. Mr Hwang was pictured writing his defection statement in the South Korean embassy in Beijing, as North Korean agents waited outside. Efforts to arrange a safe passage to Seoul were blocked due to Chinese unhappiness over South Korean efforts to publicise the defection. Page 13; Muddled waters, Page 6

Sikorsky, Eurocopter deals: Turkey signed two large helicopter deals with Eurocopter, the German-French helicopter manufacturer, and Sikorsky of the US. Page 5

Global telecoms pact nears: Momentum is building for a World Trade Organisation pact to liberalise global telecommunications markets worth \$600bn a year as more countries come forward with new or better offers to open their telecoms sectors to foreign competition. Page 5

EU bid to reduce unemployment: The European Commission urged member states to introduce greater flexibility into their jobs markets to help cut the European Union's high jobless count. Page 4

Conoco success in Vietnam oil bids: A consortium led by US oil company Conoco has beaten two rival bidders for exploration rights to Vietnam's most coveted oil prospect, but the group must improve the terms of its tender before Hanoi awards a contract. Page 5

East German land rulings: Foreigners can claim back land expropriated in eastern Germany during Soviet military rule immediately after World War II, a Berlin court ruled. Page 2

Spanish inflation has fallen below 3 per cent for the first time since 1989. Economy and finance minister Rodrigo Rato said the economy was "clearly on track" to qualify for the first wave of EMU in 1999. Page 12; Editorial Comment, Page 11

Serbia plans sell-off to raise cash: Serbia has set out a plan to prepare its huge and inefficient state sector for privatisation, though critics say the government is driven by urgent need for cash rather than a commitment to economic liberalisation. Page 4

G7 debates Chernobyl funds: Officials from the Group of Seven industrialised nations are to resume talks on whether to pay for Ukraine to shut down the Chernobyl nuclear power station, site of the world's worst nuclear accident, and complete two new power stations. Page 2

French prime minister Alain Juppé summoned the main protagonists in the privatisation of Thomson-CSF for a final round of meetings before deciding on detailed sale conditions for the French defence electronics giant. Page 13

Moscow 'wish list' budget: Russia's 1997 budget was submitted to President Boris Yeltsin's approval, although not even government ministers pretend it has a realistic chance of being fully implemented. Page 3

Rights row hampers EU-Asian talks: Differences on human rights in Burma and Indonesia have damaged the prospect of achieving a wide-ranging treaty between the European Union and the economically powerful members of the Association of South East Asian Nations (Asean). Page 6

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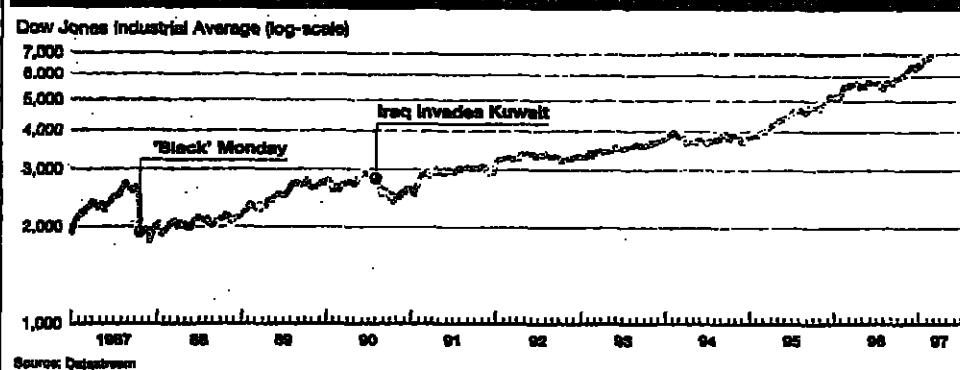
STOCK MARKET INDICES		GOLD	
New York Dow Jones	5,822.42 (+30.79)	New York Gold	\$342.35 (\$4.5)
NASDAQ Composite	1,368.10 (+8.14)	London Gold	\$342.15 (\$4.75)
Europe FTSE 100	2,822.41 (+28.09)		
DAX	2,228.48 (+13.34)	DOLLAR	
FTSE 100	2,822.41 (+28.09)	New York Dollar Index	1.6222
Nikkei	19,898.06 (+276.10)	DM	1.6222
		FF	1.6222
		SFR	1.6222
		Y	1.6222
		London	1.6222
		DM	1.6222
		FF	1.6222
		SFR	1.6222
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		DM	1.6222
		FF	1.6222
		SFR	1.6222
		Y	1.6222

US LUNGTION RATES		OTHER RATES	
3-month Treasury Bill	5.10%	UK 3-month Interbank	5.10%
6-month Treasury Bill	5.10%	UK 6-month Interbank	5.10%
12-month Treasury Bill	5.10%	UK 12-month Interbank	5.10%
		Germany 10 yr Bond	5.10%
		Japan 10 yr Bond	5.10%
		France 10 yr Bond	5.10%
		Italy 10 yr Bond	5.10%
		Spain 10 yr Bond	5.10%
		Portugal 10 yr Bond	5.10%
		Greece 10 yr Bond	5.10%
		Ireland 10 yr Bond	5.10%
		Netherlands 10 yr Bond	5.10%
		Belgium 10 yr Bond	5.10%
		Austria 10 yr Bond	5.10%
		Switzerland 10 yr Bond	5.10%
		Sweden 10 yr Bond	5.10%
		Denmark 10 yr Bond	5.10%
		Finland 10 yr Bond	5.10%
		Norway 10 yr Bond	5.10%
		Sweden 10 yr Bond	5.10%
		Denmark 10 yr Bond	5.10%
		Finland 10 yr Bond	5.10%
		Norway 10 yr Bond	5.10%

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Dow jumps through 7,000 level for first time

Dow nudges the 7,000 level



By Lisa Branstetter in New York

A round of applause broke out on equity trading floors in New York yesterday as the Dow Jones Industrial Average breached the 7,000 level for the first time.

The move came amid renewed exuberance among technology shares, which have slipped for much of this month after soaring higher in the early days of the year. Although attention was focused on the Dow, performance was stronger on the technology-rich Nasdaq composite, which added 8.84 or 0.7 per cent at 1,367.80.

The continued buoyancy of equities raises the spectre of an interest rate increase from the Federal Reserve in March, said Mr Eric Miller, chief investment officer at Donaldson, Lufkin & Jenrette, the US investment bank.

But Mr Miller added that for the moment the market's focus was on strong flows into equity mutual funds. "Demand (for shares) is the overpowering consideration in the short run and still pushing the market higher," he said.

The Investment Company Institute said on Wednesday that cashflows into equity

Continued on Page 12 World stocks, Page 32

Earnings from organised crime reach \$1,000bn

Half of 'gross criminal product' generated in the US, money laundering specialist says

By Vincent Boland in Prague

The "gross criminal product" from global organised crime and drug trafficking reached \$1,000bn last year, half of it generated in the US, a specialist on money laundering said yesterday.

Much of those illegal earnings were laundered through world financial markets, using futures and derivatives contracts concealed in the vast turnover of legitimate trades.

Mr David Bickford, a consultant with Inter Access Risk Management, a Dutch company providing fraud and money laundering protection to international banks, said money earned by street sales of drugs amounted to \$400bn in the US alone. Those profits ended up in insurance, stocks and bonds and property development.

Beater shares, where no owner was identified, were a popular choice of investment instrument.

Addressing a conference in Prague on money laundering in central and eastern Europe, Mr Bickford, a former legal adviser to UK intelligence agencies and the Foreign Office, said the US mafia generated criminal profits which made it the 20th richest organisation in the world - "richer than 150 sovereign states".

Japanese Yakuza gangs gen-

Russian mafia 'has \$10bn in Swiss banks' Page 3

erated revenues of \$10bn in 1995, while the Russian interior ministry estimated criminal gangs controlled more than half the country's financial capital and a third of its turnover in goods and services.

Mr Bickford said the "gross criminal product" in the US had risen from \$100bn in 1988 to \$500bn last year, with narcotics trafficking generating \$400bn a year. Some 75 per cent of organised crime in the US and 70 per cent in the Group of Seven leading industrial nations was drug-related.

The Call drug cartel in Colombia generated more than \$300bn from cocaine. This was then laundered through the banking system using Call-controlled corporations. "At each stage of the process, banks and financial institutions are an essential vehicle for the transactions," Mr Bickford said.

An attempt to freeze all Call assets in the US in 1995 had failed because other countries had not co-operated. The threatened assets had then been relaunched through the London, Tokyo and Frankfurt money markets.

The US Office of Technology

Assessment has recommended that banks report all suspicious transactions, which could amount to 25 per cent of daily money transfers.

Many countries had different definitions of fraud, extortion and other financial crimes, Mr Bickford said. "Quite clearly the best option for the international community is to harmonise its approach to defeating organised crime. If it does not do so, and quickly, the trends for unilateral state action will gather pace."

He said the complexity of operations was a reason why there had been only one successful prosecution for money laundering in the UK. "It is usual for cut-off points to be established in any investigation if it takes too long and is costing too much. If the trail is too complex, the organised criminals win."

Other speakers at the conference said the lack of international co-operation in fighting organised crime was increasing the prospect that individual countries, headed by the US, would take unilateral action.

Mr Rowan Bosworth-Davies, senior consultant at Titmuss Sainer Dechert, a London law firm, said the US was setting the standard for the fight with laws that extended its reach beyond its borders.

Boonstra defends severing Grundig ties

Charges push Philips further into red

By Gordon Cramb in Eindhoven

Philips, the large European electronics group, slid back into loss last year because of higher than expected restructuring charges, including a F160m (\$390.8m) write-off on its commitments to Grundig, the German audio and video products maker which it cut asunder in January.

The net loss of F159m came after one-off costs totalling F12.57bn - a figure which exceeds the attributable earnings of F12.52bn the Dutch group achieved in 1995, its best year ever.

Analysts had been expecting the group to remain modestly in the black in spite of the squeeze on product profit margins in many of its businesses. But in the fourth quarter, it suffered losses of F181m compared with F11m earnings a year earlier even before a F198m extraordinary charge.

Philips' shares, first marked down sharply, ended the day F1.90 higher at F1.81. Mr Cor Boonstra, the new president, said in announcing the "extremely disappointing" outcome that he was "confident we will produce a result in 1997 in line with normal expectations."

The group was last in the red in 1992. The dividend is being maintained, at a cost of F155m to reserves. The share price, at its highest for a year, has climbed 31 per cent since Mr Boonstra took over last October and embarked on a stringent cost cutting exercise. The second half saw the departure of 12,100 staff, 4.4 per cent of the workforce.

Yesterday, Mr Boonstra gave his strongest indication yet that he was not seeking to dismantle the group. In particular, "there is not to be an evaluation of a change in our relationship with PolyGram," its 75 per cent owned music and films subsidiary which on



Philips' Cor Boonstra: confident over the 1997 result

Wednesday reported an earnings downturn. Mr Boonstra said Philips was not seriously considering changing its relationship with Sound & Vision, the unit making television sets and other basic consumer electronic hardware.

Mr Boonstra defended the way Philips had acted to cut ties with the 31.6 per cent owned Grundig, withdrawing financial support and treating it as a passive investment. "Grundig AG has been left with a sound, debt-free balance sheet," he said. "Much to our surprise, many public statements were made by senior

Continued on Page 12 Lex, Page 12

Dasa accuses Boeing of blocking Airbus supplier

By Michael Skapinker in Munich

Daimler-Benz Aerospace of Germany yesterday accused Boeing and McDonnell Douglas of putting pressure on one of their US sub-contractors not to participate in Airbus Industrie's \$50-seat jet project.

Mr Manfred Bischoff, chief executive of Daimler-Benz Aerospace (Dasa) of Germany, would not name the US company that was persuaded to drop out of the Airbus project, but it is thought he was referring to Northrop Grumman.

Mr Bischoff said the incident illustrated just how powerful Boeing would be once it completed its takeover of McDonnell Douglas, announced last year.

His accusation comes while competition authorities in the US and the European Union investigate the takeover of McDonnell by Boeing.

Mr Bischoff denied that Dasa planned to merge its defence aerospace activities with those of British Aerospace. He called

such a merger "an absurd, piecemeal" solution to the problems confronting Europe's defence industry. He said only a larger "pan-European" group could confront US companies such as Lockheed Martin and Boeing.

Mr Bischoff said he believed Boeing and McDonnell Douglas were using hints rather than threats to prevent their US suppliers from working with Airbus. "You can approach your business partners in different ways. You could use a threat, which would be illegal, or you could say we wouldn't appreciate you co-operating with Airbus. The bottom line would be the same result."

Boeing said yesterday it could "not preclude its suppliers from doing business with any other companies". But it added that "in fulfilling contracts with other companies", suppliers were obliged not to break contract conditions that protected Boeing's proprietary information or processes.

Boeing announced last month it was shelving plans to build a 550-seat jet, which would have been an enlarged version of its 400-passenger 747 aircraft. Airbus, owned by Dasa, Aerospaciale de France, British Aerospace and CASA of Spain, is preparing ahead with plans to build a large aircraft, provisionally called the A3XX.

Mr Bischoff said he expected development costs for the A3XX to be \$10bn.

Mr Bischoff said US groups such as Boeing and Lockheed Martin would have access to large indirect government subsidies through defence programmes. He said declining US defence expenditure would result in American aerospace and defence groups increasing exports, putting pressure on European manufacturers.

He added that Dasa's restructuring programme was beginning to bear fruit. The company's 1996 results, to be announced in April, would show considerable improvement over last year's DM4.2bn (\$2.54bn) loss.

CONTENTS

European News	2-4	Competition & Finance	18	Gold Markets	22
International News	5	UK	19	Int. Bond Service	20
Latin America	6	International	14-17	Money Markets	23-25
Asia-Pacific News	7	Int. Cap Mktcs	20	Recent Issues	21
American News	8	Share Information	28-29	London SE	26
Observer	11	FTSE 100	28	West Street	29-32
Property Market	9	FTSE 100 Index	28	Boonstra	29-32
Arts & Culture	9	Foreign Exchange	21		
Arts Guide	9				
Weather	12				
Calendar	12				

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Latvian PM voted back into office

By Matthew Kaminski

Mr Andris Skele, who resigned as Latvian prime minister last month in a row over a cabinet appointment, yesterday won parliamentary approval to form a new government.

Mr Skele quit after President Guntis Ulmanis joined in criticism of his choice of Mr Vasily Melnik as finance minister in the wake of local media allegations that he had breached anti-corruption laws - the premier called the allegations "irresponsible and groundless".

Yesterday, after a reconciliation between the president and Mr Skele, a businessman with no political affiliation, the fractious parliament confirmed Mr Skele's new

five-party coalition by 70 votes to 17. The new cabinet differs little from the one he headed for a year - Mr Melnik is not a member.

Mr Skele's first year in office earned him a reputation as a solid economic manager. The middle Baltic state, in size and location, shook off a crippling banking shakeout in 1995 that stunted growth and widened the budget deficit.

The recovery remains fragile, but the numbers point in the right direction. Inflation last year was 13 per cent and the 1997 budget, following deep cuts in the welfare system, came in balanced. The GDP rose a modest 2.5 per cent,

says Nomura Research Institute. Mr Skele also improved Latvia's relationship with the International Monetary Fund, which had been angered by its budget policies in the wake of the banking shake-out.

The crucial financial sector, which has driven growth in the capital, Riga, looks healthier after the central bank tightened oversight and forced closures and consolidation of the weaker banks.

Standard & Poor's was impressed enough last month to grant Latvia a BBB credit rating, a notch higher than Poland and Greece.

Mr Skele says privatisation will be concluded by the end of next year and the sales will include the big utilities - Latvelektro and Lat-

via Gas - and the Latvian Shipping Company, a leading Baltic Sea merchant fleet.

Mr Skele has a clear vision of what he wants, says an EU diplomat in Riga, the capital. "He studied what's required for the EU and he's gone out to get it. They're closing the gap on the Estonians, the northern neighbours. But western economic officials urge caution. Arrears and the pace of deregulation in the energy sector will test the government's mettle, one says, while growth is too slow.

European officials in Latvia argue the country must focus more attention on education, improving its transport infrastructure - as transit trade will probably be a

locomotive for the economy - and further progress on shoring up the rule of law.

Mr Skele, who remains popular even after some painful reforms, rejects suggestion that the country might devalue the lat currency, now pegged to the SDR basket, to promote export-led growth. Mr Elinars Repse, the central bank governor, adds: "No country has ever voluntarily left a haven of stability."

"Low inflation is our top goal, and we expect to reach single digits within two years," he says. "The current foreign exchange policy even benefits exporters because we still consider the currency slightly undervalued."

German land ruling reversed

By Frederick Stüdemann in Berlin

Foreigners can claim back land expropriated in eastern Germany during the years of Soviet military rule immediately after the second world war, a Berlin court ruled yesterday. The decision represents a further change in the complicated process of the restitution of property and assets in eastern Germany to their former owners.

Under the 1990 unification treaty between the two Germanies expropriations during the time of Soviet military rule between 1945 and 1949 were excluded from restitution. The treaty ruled that former owners could only claim back property expropriated after 1949, when the East German state was founded, and during the Nazi period before 1945.

But yesterday the federal administrative court said the expropriation of foreign-owned assets between 1945 and 1949, which was usually undertaken by communist East German officials, was technically forbidden by the Soviet military and should therefore be subject to restitution.

The court said that only in the cases where the Soviet military had retrospectively approved expropriations would they still stand. This exception applies to the case brought before the court concerning a 570 hectare farm in the state of Mecklenburg whose owners were South Africans.

In Mecklenburg, a predominantly rural region once dominated by large estates, surviving documents suggest the Soviet military administration later approved expropriations where land had been parcelled out to smallholders as part of a land reform initiative.

In Mecklenburg an estimated 50 farms belonging to foreigners were expropriated. The total number for the whole of eastern Germany is unknown. An estimated 5m hectares of agricultural land and property belonging to both German and foreign owners was expropriated during the period of Soviet military rule.

Since unification there have been several challenges to the current ruling on restitution, which former owners allege benefits the German state which now owns most of the land expropriated immediately after 1945.

The constitutional court, however, has upheld the original ruling. Recently some former owners have taken their cases to Russian courts in a bid to get the expropriations overturned and thereby open a possible way to restitution.

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Citroën shutdown points up Breton industry's woes

Citroën's biggest car assembly plant at Rennes in north-west France will be closed today, the second of a series of Friday shutdowns designed to adjust output to subdued demand.

The move, which will put many of the plant's nearly 10,000 workforce on a four-day week throughout February and much of March, is not surprising. French car sales in January were a third lower than in the same month last year.

It is also symptomatic of the problems facing Brittany's regional economy, transformed over the past 40 years as the area has diversified from its agricultural roots.

A large number of the industrial and commercial sectors on which the region now relies seem simultaneously in outright decline or prey to growing uncertainty. As Le Monde, the Paris-based newspaper, recently put it: "It is as if all the springs suddenly broke at the same time."

With French growth set for a sluggish 1.3 per cent, Brittany is probably not the only region to face such a predicament. But its problems seem particularly wide-ranging.

In defence, for example, the shipyard at Brest, west Brittany, will be among the worst hit by government plans to reorganise its DCN navy shipyard, the largest shipbuilding force left in western Europe.

Mr Stéphane Baranger, director of studies at the Brittany regional chamber of commerce and industry, is concerned at the possible impact on local subcontractors who depend on the yard. "We intend to help them develop new markets and products," he says.

Mr Baranger says the yard's closure would be a blow to the region's economy, which has been hit by a long-term decline in the number of jobs and a loss of population.

But local economists highlight other concerns that are more specific to Brittany. These include a worsening pollution problem linked to intensive farming, relatively low level of added value in the region's food and agricultural products, and its comparative remoteness from consumers.

Professor Claude Champaud, a former president of the University of Rennes, who is a management and business law specialist, argues that the growing emphasis on "just-in-time" delivery of food and agricultural products militates against the region by working in favour of locating processing plants closer to the consumer. The victory of French truckers after December's 12-day strike was "not favourable to Brittany", since it is likely to

push up transport costs.

In the car sector, European manufacturers such as Citroën face long-term problems of overcapacity and staffing levels, as well as more immediate consequences of subdued demand. Peugeot Citroën and Renault have started talks with the French government on proposals to cut thousands of jobs and reduce the average age of employees.

Tourism, another important local breadwinner, has had to cope with the impact of the franc's fall on the spending power of foreign visitors.

Worries exist that Brittany's carefully nurtured telecoms expertise, which can be traced back to a decision by General Charles de Gaulle to locate the national centre for telecoms studies at Lannion, north Brittany, may be dealt a blow by the forthcoming liberalisation of European telecoms markets. "People are afraid telecoms research in Brittany may slowly be allowed to die," says Prof Champaud.

One consequence of these difficulties is that regional

unemployment, though still below the national level, is, in the words of Mr Baranger, "tending to catch up".

Unemployment is slightly lower than the national rate, but has been rising faster than the national average. It would be misleading to suggest economic and business trends in the region are unrelentingly bad, however.

Pork and poultry consumption has risen in response to the "mad cow" crisis - a boon to a region that is home to nearly half of French businesses in these sectors. The tourist industry has benefited from a much-remarked trend among French holidaymakers to head west in preference to destinations on the Mediterranean coast.

Citroën's Rennes plant is soon expected to start assembling a new model. Breton expertise in the fast-growing telecoms sector will remain a valuable asset as the European market becomes more competitive.

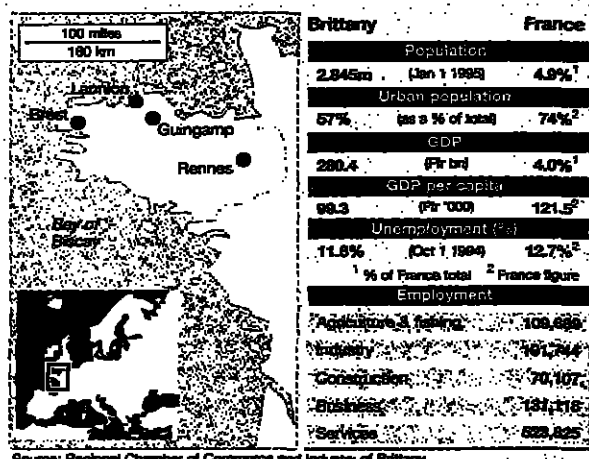
What is probably true is that, except possibly for infrastructure projects, the region will be able to rely less than in the past on the shrinking French state for support and pump-priming.

Mr Loëls Laurent, former regional director in Brittany for Insee, the national statistics institute, says: "Brittany has stopped being a priority in the concerns of the government."

Mr Haranger refers to two "legs" which have helped carry the regional economy in recent decades: the first, successful local entrepreneurs; the second, state intervention. The first looks set to bear an increasing burden as the region strives to sustain its hard-won prosperity.

David Owen

Brittany: no longer a priority



Breton cattle farmers, like those in other regions, have been hit by falling beef sales because of the "mad cow" crisis; Breton fishermen have had to face up to the consequences of falling fish stocks.

But local economists highlight other concerns that are more specific to Brittany. These include a worsening pollution problem linked to intensive farming, relatively low level of added value in the region's food and agricultural products, and its comparative remoteness from consumers.

Professor Claude Champaud, a former president of the University of Rennes, who is a management and business law specialist, argues that the growing emphasis on "just-in-time" delivery of food and agricultural products militates against the region by working in favour of locating processing plants closer to the consumer. The victory of French truckers after December's 12-day strike was "not favourable to Brittany", since it is likely to

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David Owen

WEST EUROPEAN NEW CAR REGISTRATIONS

January 1997

Volume (Units) Volume Change (%) Jan 97 Jan 96

TOTAL MARKET 1,130,000 -2.9 100.0 100.0

MANUFACTURERS:

Volkswagen group 194,800 -0.1 17.2 16.8

Volkswagen 120,800 -10.5 10.7 11.6

Audi 40,500 -30.3 3.6 2.7

Seat 23,500 -7.8 2.2 2.0

Skoda 5,200 -48.1 0.7 0.5

Fiat group 146,500 -3.1 13.0 13.0

Fiat 122,300 -1.5 10.8 10.4

Lancia 14,600 -8.3 1.3 1.4

Alfa Romeo 9,500 -35.2 0.8 1.3

General Motors 142,728 -3.8 12.6 12.7

Opel/Vauxhall 136,125 -4.3 12.0 12.2

Saab 6,235 -21.5 0.6 0.4

Ford group 132,807 -5.2 11.8 12.0

Ford 131,074 -5.3 11.8 11.9

Nissan 31,746 -1.5 2.8 2.8

PSA Peugeot Citroën 120,605 -12.3 10.7 11.8

Peugeot 68,835 -17.0 8.1 7.1

Citroën 51,770 -5.3 4.6 4.7

Renault 105,894 -6.4 9.4 9.7

BMW group 68,782 -2.5 6.1 5.8

BMW 34,582 -11.5 3.1 2.7

Rover 34,100 -5.8 3.0 3.0

Mercedes-Benz 38,700 -11.0 3.4 3.7

Volvo 18,744 -16.8 1.7 1.4

Nissan 31,746 -1.5 2.8 2.8

Toyota 31,768 -17.4 2.8 2.3

Honda 15,598 -17.4 1.4 1.6

Mazda 14,126 -5.9 1.3 1.3

Mitsubishi 10,596 -3.5 1.0 1.0

Subaru 121,271 -2.7 10.7 10.1

Total Japanese 16,744 -16.8 1.9 1.6

MARKETS:

Germany 284,000 -4.2 23.4 23.7

UK 207,000 -4.4 18.3 17.0

United Kingdom 206,800 -7.8 18.3 16.5

France 122,500 -33.7 10.8 15.9

Spain 68,800 -22.1 6.1 4.8

WW holds 70 per cent and management control of Skoda.

Manufacturers cars imported from US and sold in western Europe.

WW holds 50 per cent and management control of Skoda Automobiles.

PSA Peugeot Citroën, Lancia, Alfa Romeo, Innocent, Ferrari and Maserati.

Source: ACEA European Automobile Manufacturers Association estimates. Figures are rounded.

UK casts scorn on BSE report

By Neil Buckley in Brussels

The UK has accused the European parliament's special inquiry into the "mad cow" crisis of "gratuitously misrepresenting the facts" in its highly critical final report on the affair.

Sir Stephen Wall, British ambassador to the European Union, has written to Mr Reimer Böge, the German MEP who chaired the inquiry, to complain that the "absurd" report had "chosen to recycle old prejudices, even when these do not fit the facts".

The latest twist in the ongoing battle between the UK and Brussels over BSE (bovine spongiform encephalopathy) came a week before the European parliament's full session will vote on the report next Wednesday.

The report identifies the UK as the prime culprit in the crisis, cataloguing 13 areas of criticism - including failure to implement EU controls to halt the spread of BSE, and attempting to "blackmail" the European Commission into lifting the global ban on British beef exports.

It also criticises the Commission on 18 points, including putting the interests of the beef market above human health.

The UK is particularly angry about an amendment to the final report calling for Mr Douglas Hogg, agriculture minister, to be taken to the European Court for his refusal to appear before the inquiry. Mr Hogg is facing a censure motion brought by the opposition Labour party for his handling of the crisis in the House of Commons next week.

Sir Stephen notes that the inquiry committee turned down an invitation to meet Mr Hogg when it visited London. Denying suggestions that the UK had not co-operated with the inquiry, he says the UK sent a "significant volume of documentation" plus the two most senior officials handling the case. He calls an allegation that the UK failed to carry out the necessary research into BSE an "extraordinary claim". Instead of giving UK scientists credit for "ground-breaking" research, he adds, the report accuses them of aiding a "British conspiracy".

"This is absurd and an allegation for which you are able to produce no evidence," the ambassador writes.

"It is also insulting to the individuals concerned and a slur on their professional integrity," Sir Stephen adds that the report "contains a number of inaccuracies and omissions".

"It is a great pity that months of work in gathering evidence have not been reflected in the final report," he says.

Another amendment to the report suggests the UK should be forced to repay more than Ecubl (£1.18bn) spent out of EU funds on dealing with the crisis last year, but legal experts suggest MBPs would have little chance of enforcing such a demand.

"Some officials" would fail a "least-cost" criteria. But one official said that while the EBRD might not reach a final view on what to do by next week, the other participants in the G7 scheme would seek to do so.

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EUROPEAN NEWS DIGEST

German call for tax talks

The prospect of Germany introducing tax cuts a year earlier than planned increased yesterday after senior figures in the Bonn coalition and opposition Social Democratic party (SPD) backed early talks on the government's proposals.

The SPD is urging cuts for middle and low income taxpayers from next year - rather than 1999 as originally planned by the government - and yesterday proposed cross-party talks should start this month. Its support is important because agreement is needed from the opposition-dominated upper house of parliament, the Bundesrat, for parts of the package.

In response, Mr Peter Hintze, secretary general of Chancellor Helmut Kohl's Christian Democratic Union, said: "Major tax reform is our most important project for more growth and employment. The quicker we have agreement with the SPD-controlled Länder in the Bundesrat, the better."

Talks this month might accelerate the timetable for lowering and simplifying Germany's tax system. However, there remains resistance within the SPD to much of the package, including proposed top-rate tax cuts and a possible increase in value-added tax.

On Wednesday Mr Theo Waigel, finance minister, set out specific steps that could be implemented in 1998 - including an initial cut in the bottom income tax rate from 25.9 per cent to nearer 20 per cent. But he also said the top rate had to be cut from the current 58 per cent to less than 50 per cent.

Ralph Atkins, Bonn

Spanish lorry strike escalates

A picket was hit and killed by a French lorry yesterday in northern Spain, heightening tensions as the Spanish truckers' strike entered its second week.

Elsewhere police provided escorts for those crossing picket lines and there were reports of arrests as strikers slashed tyres and broke windscreens of lorries that ignored the stoppage. Several industrial plants in northern Spain, where the protests are concentrated, shut down because of a lack of supplies and there were fears of food shortages in the main cities.

Strikers are demanding lower fuel costs and tariffs, a ban on new licences and retirement at 60. The government said it would announce measures today which would enable truckers to purchase cheaper diesel if they formed co-operatives. The measures seek to restructure the trucking sector, which is highly fractured in Spain with more than 80 per cent of domestic road transport conducted by owner-drivers. The government also promised increased police action to prevent picket line violence and ensure transport of essential goods.

Tom Burns, Madrid

Poland ends petrol price curbs

The Polish government has lifted price controls on petrol in the first step in the privatisation of the country's oil refineries and petrol distribution system. The move, which should see petrol prices rise by about 10 per cent, is one of the first acts by Mr Marek Belka, the new finance minister. In contrast to his predecessor, Mr Grzegorz Kołodziej, who resigned last week, Mr Belka has decided that moving ahead with the disposal of the sector is more important than containing the rise in consumer prices which the liberalisation will produce.

The European Union last year demanded that Poland free retail petrol prices and present a privatisation plan for the oil industry in return for agreeing to the maintenance of tariff barriers for petrol imports until 2000. Currently Polish petrol prices are among the lowest in Europe with a litre of lower grade lead-free petrol costing 1.46 zlotys (48 US cents).

Polska Nafta, a holding company that owns 75 per cent stakes in the country's two main refineries, Plock and Gdansk, will soon issue a memorandum on the sector's privatisation to up to 50 potential strategic investors. Under the plan outside investors are to be offered a 30 per cent stake in the refineries. Christopher Bobinski, Warsaw

Bulgarian refinery chiefs fired

Bulgaria's caretaker government yesterday sacked the board of directors of Neftochim, the country's biggest oil refinery and petrochemicals complex, and declared that easing a paralysing fuel crisis was its first priority. Mr Stefan Sofianski, the mayor of Sofia, who has taken over as prime minister until elections on April 19, also said he would head a new Financial Stabilisation Council. This will co-ordinate the new government's efforts to re-stabilise an economy threatened by shortages of vital imported goods and hyperinflation.

Anthony Robinson, London

Around \$60bn of Russian capital has flowed overseas in last five years Russian mafia 'has \$10bn in Swiss banks'

By Vincent Boland in Prague

An estimated \$60bn has been moved out of Russia to overseas financial centres in the past five years and outflows continue at the rate of \$12bn a year, a conference on money laundering was told yesterday.

Swiss law enforcement agencies believe there is at least \$10bn of Russian mafia money in Swiss bank accounts, Dr Sergei Shibaev, a former partner at the accountancy firm Coopers & Lybrand in Moscow, told a conference in Prague on money laundering in central and eastern Europe.

sent abroad illegally through import-export schemes or other transfers and even in suitcases of cash. Last year the Russian central bank authorised the transfer abroad of just \$911m, of which \$416m was actually transferred.

Giving a stark account of the extent of capital flight from Russia and the influence of organised crime on the country's economy, Dr Shibaev said that 41,000 companies, half the country's banks, and 80 per cent of joint ventures involving foreign capital may be connected to criminal groups, of which there are around 5,000.

He estimated the black economy accounted for 40 per cent of Russian economic activity, and rising crime was dragging many legitimate businesses into its orbit.

It is illegal for Russians to hold foreign bank accounts without authorisation. Mr Shibaev said a common way for capital to be exported was by paying out on invoices for fictitious goods or services provided by legitimate companies operating in western countries.

"It is almost impossible to make a money transfer out of Russia without help from the west," Dr Shibaev said. But it was relatively easy to take money abroad in a suitcase. People could get through customs at Moscow's international airport with a suitcase full of cash with the payment of a small bribe, he said.

Much of the flight capital represented legitimate money fleeing soaring crime, political instability and high taxes leading to widespread tax evasion, though it was impossible to tell how much of the total flight capital was "clean," he said. Switzerland and Cyprus were favoured destinations, while Chechnya was a leading centre of money laundering.

Dr Shibaev said two treaties between Russia and Switzerland on money laundering were ineffective, and a third was being prepared. The penal code required banks to report suspicious transactions but this was rarely obeyed because Russians viewed it as a return to Stalinist "informing."

Russian bankers asked as few questions of clients as possible, Dr Shibaev said. "So long as all the boxes are ticked they are comfortable. The less you know the quieter you sleep."

Dr Shibaev warned western investors in Russia to "know your client" and said increased co-operation among the Commonwealth of Independent States was helping in the war against organised crime. But he said more international co-operation was needed to fight the problem.

Mr Konstantin Titov, governor of Samara, said the revenue side of the budget was "unrealistic and the expenditure side utopian".

The upper house of Russia's parliament approved the budget after an ill-tempered debate on Wednesday by a vote of 120 to 25, which even government supporters said was something of a wish list. It envisages a deficit of 3.5 per cent of GDP before interest payments and relies on a substantial increase in revenues at a time when the government is struggling to raise its tax take.

The budget projects revenues of 15.9 per cent of GDP this year, substantially higher than the 11.1 per cent of GDP achieved in the first 11 months of 1996.

Moscow wish list budget clears hurdle

By John Thornhill in Moscow

Russia's 1997 budget was yesterday submitted for President Boris Yeltsin's approval after clearing its last legislative hurdle, although not even government ministers pretend it has a realistic chance of being fully implemented.

Mr Konstantin Titov, governor of Samara, said the revenue side of the budget was "unrealistic and the expenditure side utopian".

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Nevertheless, Mr Victor Chernomyrdin, prime minister, hailed parliament's decision saying the budget provided the framework to

entrench Russia's economic stabilisation programme. He said he was convinced 1997 would mark the "watershed year" for Russia.

After five years of painful reform, the economy is beginning to show signs of fragile growth with GDP rising by 0.1 per cent in January.

Interest rates have tumbled since last year with six-month Treasury bills yielding about 27 per cent. Economists suggest the budget's forecast of 12 per cent annual inflation remains within grasp if the government perseveres with its tight monetary policy.

But the central bank has warned there could be a dangerous build-up of domestic debt unless expenditures are cut further, revenues increased, and the deficit held at a sustainable level. When interest payments were included, Russia's budget deficit rose to 7.6 per cent of GDP last year.

The finance ministry vowed yesterday it would intensify the war against the biggest corporate tax debtors. The ministry claimed that 73 companies were responsible for 45 per cent of the Rb68,200bn (\$12bn) owed to the government.

A bridge too near for euro banknote

By Andrew Fisher in Frankfurt

There are plenty of obstacles on the road to European monetary union, but it was never thought that the design on the back of the new euro notes would be among them.

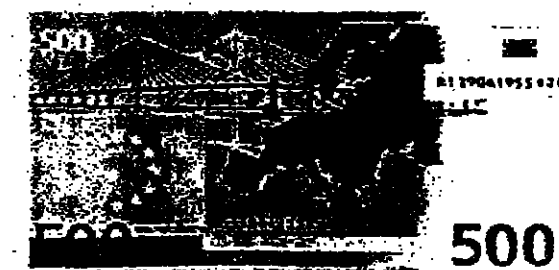
As in many grand undertakings, however, "the devil is in the detail". While the bridges, gates and windows on the planned series of seven banknotes - symbolising "openness and co-operation in the European Union" - represent styles through the ages, they are not supposed to be based on

specific examples.

But Mr Russ Swan, the sharp-eyed editor of Bridge Design & Engineering, a UK trade magazine, immediately recognised one of the bridges and has found what seems to be the source of several others.

Searching through a book called "Bridges - 3,000 Years of Defying Nature," he found the examples on the notes looked very like structures in France, Spain, Italy and, far beyond the territory of the euro - India.

He was especially struck by the suspension bridge on the purple 500 euro note. It looked very like the Pont de



500 Euro note: so very like the Pont de Normandie

Normandie near Le Havre in France. Mr Swan says the designer of that bridge, Mr Michel Virlogeux, confirmed that it bore an uncanny resemblance to his

cable-stayed suspension structure. Mr Swan wrote to the European Monetary Institute, forerunner of the European central bank,

telling it this.

Unperturbed, the EMI said the designs - by Mr Robert Kalina, an Austrian banknote designer - were still in the draft stage and would have to be modified to incorporate security, identification and other features.

Mr Swan even had a letter from Mr Hanspeter Scheller, the EMI's secretary general, saying that the designs would have to be revised anyway for final printing.

No doubt the modifications will remove the carriages and people from above the arched bridge on the green 100 euro

note, which Mr Swan says looks remarkably like the Pont de Neully in Paris, demolished in 1936.

Officials at the EMI point out that there are hundreds of such bridges in Europe - including one visible from the EMI's very own Eurotower headquarters in Frankfurt.

The pontoon bridge on the grey 5 euro note also has people on it. However, they are not wearing turbans, unlike those on a 19th century engraving of an unknown pontoon bridge in India which Mr Swan suggests is the original.

fire (up) your slower staff.

the food and beverage sector, where consumers consume literally, where they are highly discriminating and highly demanding, and increasingly becoming more so, with everyone bidding for shelf space, there is no excuse for non availability. innovation comes as standard, speed is paramount, as is freshness. to survive, let alone flourish, demands an internal acceptance of the need to change at every level. in a sector where marketing is so sophisticated, the capability to manufacture must live up to the demands that marketing creates. a great idea in the confines of a kitchen needs to move to nationwide supply overnight, and a great idea ceases to be great if it can not be manufactured predictably, simply and economically. we require both the intelligence and humility to learn from other sectors. it is change in its most extreme form, but even when we recognise the challenge, we don't always know how to address it. we need not just to think but to behave differently, to create frameworks which encourage rather than restrict, to put theory into practice, for only then can we really learn. few of us can do it alone, but, ultimately, for change to be sustainable, it can only come from within.

call Peter Chadwick on (44) 161 332 0022 or fax (44) 161 332 0054

PETER CHADWICK

Poland ends petrol price on

The Polish government has ended its long-running price controls on petrol and diesel, allowing market forces to determine prices. The move is seen as a step towards economic liberalisation and is expected to lead to higher fuel prices but also to more efficient use of energy.

Bulgarian refinery chiefs

Leaders of Bulgaria's oil refineries have met to discuss the impact of the new EU standards for petrol and diesel. They are concerned about the cost of upgrading their facilities to meet these standards by the deadline.

Portugal in united Euro

Portugal has formally joined the European Union, becoming the 12th member state. The country's accession is a significant milestone in the process of European integration and is expected to strengthen the EU's economic and political stability.

EU unemployment

The European Union has reported a slight increase in unemployment across member states. Officials are working to identify the causes and implement measures to reduce joblessness, such as improving vocational training and supporting small businesses.

NEWS: EUROPE

Growth forecast at 2.3% for 1997, but jobless fears persist

EU pushes for flexible jobs market

By Emma Tucker in Brussels

The European Commission yesterday urged member states to introduce greater flexibility into their jobs markets to help cut the European Union's high jobless count. It predicted that faster growth rates over the next two years would make only a limited impact on unemployment.

In its annual economic report the Commission predicted that the economies of the 15 member states would strengthen to 2.3 per cent this year and 2.8 per cent in 1998, underpinned by the strict monetary and budgetary policies governments are pursuing ahead of economic and monetary union. But it warned that blaming globalisation and technological improvements for unemployment was pointless. These factors "put constant pressures on member states to maintain or improve their competitive position" but

"have not caused the high level of unemployment in the EU," said the report.

If employment-intensive growth was to be encouraged, labour markets would have to become more responsive to changes in the economy through modernisation of the organisation of work, improved education and training, increased mobility and a "widening of the labour cost structure". This could include such measures as a lowering of non-wage costs, or a reduction in income tax for the low-skilled.

While stressing the need to preserve "in a reformed and streamlined fashion" the main ingredients of the European social model, the report highlights the Union's poor record on employment creation compared with its main competitors.

It said total employment had fallen by 4.5m jobs between 1991 and 1996, while growth averaged 1.5 per cent



German job trainees protest at high unemployment in the city of Dortmund. The signs read: "We demand training for everyone" (left) "More than 4m jobless"

a year - a considerably worse performance than that of the US and Japan.

The report comes against a backdrop of worries about the ability of several countries to meet the strict conditions of economic and monetary union.

However, the report stresses that one-off emergency measures by govern-

ments to bring down their budget deficits, such as Italy's euro-tax, could undermine sustainable growth.

"It is evident that the temporary nature of these measures does not contribute to improving the fundamental budget situation," said the report.

For the first time since 1993 average wage increases

across the EU 15 were forecast to remain at levels of 3 per cent in 1997 and 1998. "Fully consistent both with the maintenance of price stability and with the achievement of a further improvement in investment. But it warned of the danger that "inappropriate" wage demands could resurface early in the recovery.

Hungary seeks new power bids

By Kester Eddy in Budapest

Hungary's three remaining state-owned thermal power companies have failed to attract acceptable offers in a recent tender, and new invitations will be drawn up. Ms Judit Csiba, privatisation minister, has said.

This is the second time the companies, Pecs, Bakyoni and Vertes, were put up for sale, having failed to find buyers in the big energy sell-off in late 1995. Vertes, which is seriously indebted, failed to attract any bids this time.

The companies comprise mainly old coal-fired generators and heating plants, with a total generating capacity of some 1,100MW, about 15 per cent of the national total of around 7,000MW. They come complete with integrated, over-stuffed coal mines and potentially large clean-up costs.

Investors are particularly cautious following recent electricity price rises which they deem insufficient to provide even the legally guaranteed minimum return of 8 per cent - which they believe is itself insufficient to interest finance for future development. "Banks wouldn't look at anything in this sector without a return of 15 per cent," one corporate banker said.

The average age of Hungary's generators is nearly 20, and some 4,000MW of new capacity is required by 2010.

"This new capacity just won't happen because the finance is not obtainable," said Mr Garry Levesley, plant manager with AES Generation.

Consumer electricity prices rose almost 25 per cent in January after the government sought to limit the rises. But the opposition attacked it for awarding increases averaging 25-26 per cent to the privatised generators while holding rises of state-owned stations to around 3 per cent.

Serbia plans sell-off to raise cash

Serbia has set out a plan to prepare its huge and inefficient state sector for privatisation. But critics say the socialist government is driven by an urgent need for cash rather than a commitment to economic liberalisation.

On Tuesday, the government set up a Ministry of Ownership Transformation and appointed businessman Mr Milan Beko to head it. A privatisation law is expected to go before parliament in April.

President Slobodan Milosevic is under enormous pressure to find new sources of revenue as negotiations with foreign creditors and the International Monetary Fund are frozen.

Per capita gross domestic product is less than half its pre-war level, unemployment is about 50 per cent, many workers have not been paid for months, and foreign exchange reserves are close to exhaustion. The foreign trade deficit widened last year.

Privatisation has become one of the issues in the weeks of pro-democracy rallies in Belgrade which forced the government's capitulation in accepting opposition victories in local elections.

Leaders of the opposition Zajedno (Together) coalition back privatisation but accuse the regime of selling state assets on the cheap to stave off bankruptcy.

Mr Milosevic's immediate needs were to pay wages to the 100,000-strong police force and avert wider social unrest by paying pensioners and state workers, according to an independent economist involved in the privatisation process. "There is no government long-term plan on these things," he said.

Professor Jurij Bajec of Belgrade University's economics faculty, said: "Serbia cannot expect a serious inflow of capital this year, so

Guy Dinmore

France 'in reach of Emu deficit limit'

By David Owen in Paris

France is "within reach" of the Maastricht deficit limit for 1997 but may need to make further budget amendments to ensure it hits the target, says the Organisation for Economic Co-operation and Development.

In a report published yesterday, the Paris-based OECD also calls for an acceleration of banking reforms and "an entire package of major reforms" in the electricity and telecoms sectors.

It says the property sector crisis that has forced many companies and financial institutions to set aside large provisions is not over.

But it says improved macroeconomic policies have raised the government's credibility, with the sharp fall in interest rates since late 1995 likely to set the stage for stronger growth.

On the vital issue of this year's deficit, the OECD's formal projection is for a general government borrowing requirement in 1997 of 3.2 per cent of gross domestic product - above the 3 per cent level required for France to qualify for the European single currency.

But it acknowledges that even if there is some slippage from the government's current projections, "there should be room to take the

measures needed to bring it back on track". The organisation assumes that "social spending will be somewhat above the ambitious official spending targets for 1996 and 1997", with health spending expected to rise by 4.5 per cent until 1998, slightly above official estimates.

The OECD also assumes "moderate" public sector wage rises, pinpointing the area as "a major uncertainty". The civil service ministry said this week the public sector pay bill was expected to rise by just under 2.2 per cent in 1997.

The OECD's deficit forecast is in spite of a projection for France's 1997 GDP

growth, which - at 2.5 per cent - is higher than the government's forecast of 2.3 per cent. It says "the sharp easing in monetary conditions and the improvement in the international environment should set the stage for a stronger growth performance in the next two years".

Though unemployment could still be about 12 per cent in 1998, against 12.7 per cent now, "an improving labour market situation should bolster consumer spending" while "a pronounced inventory cycle should boost activity after recent destocking".

On banking, the OECD

says that "a package of reforms, including the leveling of the competitive playing field, better internal and external prudential controls and the withdrawal of the state, needs to be implemented more quickly".

On the electricity and telecoms sectors, the OECD calls for "an entire package of major reforms, namely: hiving off the natural monopoly networks; privatising in such a way that owners of natural monopolies do not own related businesses and geographically separable networks are not under common ownership; and adopting efficiency enhancing regulatory systems".

NEWS: THE AMERICAS

No sign of compromise on eve of American Airlines strike

US braced for air travel chaos

By Richard Tomkins in New York

The US was yesterday bracing itself for severe travel disruption this week-end as American Airlines, the country's second biggest airline, teetered towards the brink of an all-out strike by its pilots.

Barring a last-minute breakthrough in negotiations between the two sides, the airline's 9,000 pilots are due to strike indefinitely from midnight Eastern Standard Time tonight, eliminating 20 per cent of the seats flown daily by US carriers.

"It's going to be one hell of a mess for travellers and

business alike," said the American Society of Travel Agents. "The reason is that American Airlines is the dominant carrier in so many major markets."

Travel between North America and the Caribbean will be particularly hard hit because American Airlines accounts for 49 per cent of capacity between the two regions. The airline said yesterday that people already in the Caribbean would have "substantial difficulty" getting home.

"We will do all we can to help them, but the likelihood that other airlines will be able to handle the incremental traffic is very doubtful."

Travellers could also find themselves without flights to or from the Colorado winter sports resorts of Vail, Steamboat Springs, Crested Butte and Durango/Purgatory, where American Airlines provides 45 per cent of capacity.

The company said stranded passengers would probably have to fly in and out of Denver International Airport, making their connections with the ski resorts by road.

The threatened strike coincides with one of the busiest holiday weekends of the winter season, from St Valentine's Day today to Presidents' Day on Monday,

which is a national public holiday.

It also comes at a time when airline capacity is under pressure. US airlines, enjoying a long period of rising passenger numbers, filled a record 69.8 per cent of seats last year, up from 67.3 per cent the previous year.

Other US airlines have said they will honour most American Airlines tickets on their flights without extra charge. American Airlines will pay any fare differential. But the other carriers will give their own passengers priority over people transferring from American.

Most US travel agents

with passengers booked to fly with American Airlines have made alternative arrangements for them, so passengers facing the greatest difficulties will be those who booked direct with American.

In Washington, there were no signs of a breakthrough in the negotiations. Mr Robert Crandall, chairman and chief executive of American Airlines, told a House of Representatives transportation committee hearing that the pilots' demands would add more than \$200m to the airline's costs and would give them compensation 9 per cent higher than the next highest-paying airline.



Crandall: 'Pilots' demands would add \$200m to costs'

Economists back call for new carbon taxes

By Mark Suzman in Washington

More than 2,000 US economists, including six Nobel laureates, yesterday endorsed an unprecedented statement calling for new taxes on carbon use and an international emissions trading agreement to help control global warming.

The economists argue that using such market-based policies to limit the growth in greenhouse gas emissions could ultimately prove beneficial for the economy.

"For the United States in particular, sound economic analysis shows there are policy options

that would slow climate change without harming American living standards, and these measures may in fact improve US productivity in the long run," the statement says.

Although there are still some sceptics, the overwhelming consensus among economists is a blow for energy companies and other lobby groups which have managed to derail previous attempts to introduce such a carbon tax on the grounds that it would be prohibitively expensive.

It will also put pressure on the Clinton administration to come up with concrete proposals on com-

bating global warming ahead of the international conference on the issue in Kyoto, Japan, next December.

The administration recently indicated its support for emissions trading but has backed away from the idea of a carbon tax.

The statement was drafted by five prominent economists, Mr Kenneth Arrow and Mr Robert Solow, both Nobel prizewinners, Mr Dale Jorgenson of Harvard University, Mr Paul Krugman of the Massachusetts Institute of Technology and Mr William Nordhaus of Yale University.

It was circulated to economists

across the country by Redefining Progress, a non-partisan, non-profit public policy organisation based in San Francisco.

The statement cites scientific evidence from the United Nations-sponsored Intergovernmental Panel on Climate Change in 1995 to argue that "preventive steps are justified" to combat the "significant environmental, economic, social and geopolitical risks" associated with global warming.

Specifically, it calls for the US and other countries to co-operate on reforms such as carbon taxes and the auction of internationally tradeable emission permits. "The

revenues generated from such policies can effectively be used to reduce the deficit or to lower existing taxes," it says.

Mr Stephen DeCanio, senior economic fellow with Redefining Progress, said the statement is aimed at persuading the US to take an international lead in combating global warming.

"Some groups have asserted that we cannot address the global climate change problem without incurring serious economic harm," he said. "These 2,000 economists have said essentially the opposite - that the greatest risks lie with inaction."

AMERICAN NEWS DIGEST

Rush to buy Colombia bond

The government of Colombia yesterday issued its first 30-year bond in response to "overwhelming" international demand for what was originally planned to be just a 10-year issue. Analysts said the strong response to the \$1bn bond, which will satisfy two-thirds of Colombia's dollar borrowing requirements this year, was attributable to the country's improving economic situation and the global "bull" market for emerging market debt.

The reduction of yield spreads (interest) paid on European and US bonds in the past 18 months has correspondingly boosted international appetite for higher-yielding Latin American debt.

Yesterday's issue, which was divided between \$750m in 10-year global bonds and \$250m in 30-year debt, was oversubscribed by four times, according to lead manager J.P. Morgan. Colombia's debut global bond, which, unlike euro and yankee bonds (bonds issued by non-US borrowers, denominated in US dollars, in the US domestic market), can be simultaneously distributed in Asia, Europe and the US, was offered at just 1.3 per cent higher than equivalent US Treasury bonds - half the rate paid on equivalent Mexican debt.

Edouard Luca, London

US retail sales edge up

US retail sales rebounded moderately in January from a December holiday sales season that was much weaker than previously thought, the Commerce Department said yesterday.

Total retail sales grew by 0.6 per cent last month to a seasonally adjusted \$208.1bn after a steeply revised 0.3 per cent gain in December. The government previously said sales in December had risen much more strongly by 0.6 per cent.

Economists said the weak report would give the Federal Reserve no incentive to raise interest rates.

January sales excluding cars, which alone account for about a quarter of all retail business, were up only 0.4 per cent. The figures were below Wall Street economists' forecasts for an overall 0.7 per cent increase and for a 0.6 per cent rise excluding cars.

The downward revision in December sales suggests the economy may have entered the year with somewhat less momentum than had been thought. Consumer purchases of goods and services account for about two-thirds of national economic activity.

Reuter, Washington

Poor year for music industry

The US music market experienced its second successive year of sluggish sales in 1996. Wholesale sales of albums, singles and music videos rose by just 1.6 per cent to \$12.5bn, which means they failed to keep pace with inflation, according to figures yesterday from the Recording Industry Association of America.

One problem facing the US market, still the world's biggest source of record sales, was the instability of the retail sector following aggressive discounting of chart albums and the subsequent closure of hundreds of specialist record stores. Another was that sales of new releases by previously bankable acts, such as R.E.M., Pearl Jam and Bryan Adams, fell below expectations.

Ms Hilary Rosen, president of the RIAA, said the slowdown had been "no surprise" to the industry which needed to "rekindle consumer interest". The association is co-ordinating research across the US to assess whether consumers' attitudes to music have changed and, if so, what to do about it.

Alice Rosenthal, London

By Patti Waldmeir in Washington

Concern over improper political fundraising activities at the White House spread to a new area yesterday after a report alleged that Chinese embassy officials in Washington planned to channel contributions from foreign sources to the Democratic party.

The White House immediately distanced itself from yesterday's Washington Post report, which said that a

Justice Department investigation into campaign fundraising had uncovered evidence of an official Chinese connection. Mr Mike McCurry, the White House spokesman, said President Bill Clinton knew nothing about it, and the Justice Department declined to comment.

A Chinese embassy spokesman issued a denial, saying: "We have done nothing of that sort."

Though the report was largely speculative and provided few details, it was

given unusual credence because of the reputation of its author, Mr Bob Woodward, who remains famous for his role in uncovering the Watergate scandal.

The report said intelligence information, some of it obtained through electronic eavesdropping, showed that the Chinese embassy was used to plan campaign contributions to the Democrats before the last election. It did not make clear whether the contributions were actually made.

Almost every day brings new allegations of alleged improprieties in White House fundraising, with the campaign finance controversy rapidly overtaking the Whitewater affair as the scandal pursued most avidly by the US media.

Such allegations have focused on a supposed Chinese connection for some time, because several suspect contributions to the Democrats have come from donors with ties to Beijing. Sometimes the alleged ties

are tenuous at best: Mr John Huang, a former Commerce Department official at the centre of the campaign controversy, was born in China but raised in Taiwan.

But the White House has admitted at least one improper Chinese connection: Mr Clinton has admitted meeting the head of a weapons trading company owned by the Chinese military, who was entertained to coffee at the White House after the intervention of Mr Charles Yah Lin Trie,

a Democratic fundraiser.

Diplomats said China might well have been eager to try to win influence with the Clinton White House, which found itself at odds with Beijing in the early days of Mr Clinton's presidency over human rights and trade. But relations have begun to improve recently, with the president expected to visit China later this year and Mrs Madeleine Albright, the new secretary of state, due in Beijing later this month.

Handwritten note: 1997/2/15

Turkey signs two big deals for helicopters

By John Barham in Ankara

Turkey yesterday signed two large helicopter deals with Eurocopter, the German-French helicopter manufacturer and with Sikorsky of the US. The Turkish Defence Industries department signed a FF2.5bn (\$440m) contract to buy 30 Eurocopter Cougar general purpose helicopters, most of which will be built in Turkey under a co-production agreement with government-controlled TUSAŞ Aerospace Industries (TAI).

The order also includes an offset agreement under which Eurocopter is to buy equipment from Turkish companies worth up to half the helicopters' total value. Eurocopter said the deal also includes a "joint marketing accord" with TAI to sell Cougars to clients in neighbouring countries.

The first two Cougars will be built at Eurocopter's plant in Marignane, France for delivery by July 1999. The rest will be made at TAI's Ankara factory. Turkish companies are to provide about one-third of the helicopters' parts. Turkey has 20 AS-532 Cougars, bought in 1993. They are used in combat, search and rescue and transport missions.

Yesterday's deal is a breakthrough for Eurocopter, finally pushing aside strong competition from US rivals. Turkey's armed forces generally prefer US-made

equipment and last year Turkey imported \$750m-worth of US defence equipment.

However, controversial contracts including big helicopter deals have failed to win Congressional approval in recent years because of concern over Turkey's human rights record.

The government's agreement yesterday with Sikorsky to buy four naval Seahawk helicopters for \$130m is likely to face fierce opposition in Congress, US officials said yesterday.

Turkey's security forces rely heavily on helicopters in the mainly Kurdish south-east, where guerrillas of the Kurdistan Workers party (PKK) have been waging a separatist insurgency for the past 13 years.

The government signed a \$1.1bn deal signed with Sikorsky in 1992-93 for 95 helicopters. Turkey has already received 45 of the Black Hawk armed transport helicopters under the accord, with the remaining aircraft to be co-produced. The deal is currently suspended over disagreements about co-production terms.

TAI 51 per cent government-owned and 49 per cent owned by Lockheed-Martin of the US, has co-production accords with Casa of Spain to build transport aircraft and with McDonnell Douglas to build F-16 fighter bombers which are sold to Turkey and other Middle Eastern countries.

Getting through: why these talks matter

Alan Cane explains what lies behind the negotiations to open up the world's telecoms markets

Every available conference room in the World Trade Organisation's headquarters on the shores of Lake Geneva has been booked for weeks.

Negotiators from about 60 countries are overflowing into Geneva's hotels and trade missions as they strive to meet tomorrow's deadline for the completion of talks designed to open up the world's telecommunications markets.

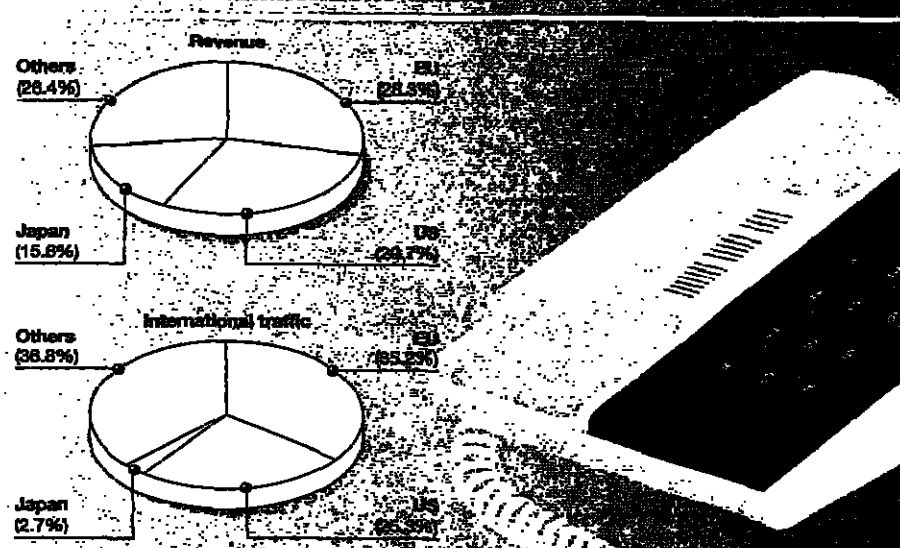
The last attempt failed 10 months ago after US objections resulted in a last-minute stand-off. Those close to the talks say, however, that there is even an air of cautious optimism this time.

Much is at stake. The global telecoms services market is currently worth about \$600bn and only about 20 per cent of it is open to competition. There are estimates that the liberalisation of national markets could save customers \$1,000bn over three years. Furthermore, if a pact cannot be successfully concluded by tomorrow night, it is unlikely the WTO will revisit the topic before 2000.

While the object of the negotiations is simple, the mechanism to achieve it, from an outsider's point of view, is convoluted and time-consuming with an internal logic all its own.

Ordinary telephone users could be forgiven for thinking that the drama now reaching its climax in

World telecommunications markets



Geneva seems to have little relevance to their telephone bill.

The fact remains that a successful conclusion will, over time, result in significant reductions in the cost of telecoms services and a substantial improvement in variety and quality.

The underlying reason for the WTO's anxiety to see telecoms markets opened is a belief that economic growth follows rather than precedes efficient telecoms services and that open competition is the best way of securing low prices and a broad and innovative range of services.

A successful global pact would therefore have a triple impact.

First, in the telecoms business itself, it would stimulate the modernisation of public switched telephone networks, encourage inward investment and promote the reform of national regulatory regimes.

Second, it would benefit customers through lower prices, more choices of operators and services.

Third, it would promote cross-border trade in goods and services other than telecoms - trade invariably depends on flows of information matching buyers to sell-

ers. As telecoms services improve in quality and decline in price, international trade increases in volume and becomes less costly for traders.

Mr Neil MacMillan, the British chairman of the talks, points out that telecoms operators will be able to expand into new markets, giving them greater ability to offer their business customers "one-stop shopping" - a global, seamless service for all their corporate needs and a single bill.

He also argues that established and newly established operators in liberalising markets will invest heavily

The fact remains that a successful conclusion will, over time, result in significant reductions in the cost of telecoms services and a substantial improvement in variety and quality

of work put in by negotiators since the failure last year. So far some 57 governments have put an "offer" on the table in the current round. An offer is a commitment to open specific elements of a national market to competition.

Some countries have been prepared to go further than others. Bilateral negotiations have been taking place over the past weeks and months through which countries making generous offers have been attempting to persuade others to improve their bids.

They have two principal bargaining points: a threat to withdraw their existing offer or promises to improve it.

Last year's talks failed because US negotiators did not believe that other countries, notably those in the Asia Pacific region, had made offers good enough to justify a global pact.

Among the reasons the US may not want to repeat that performance are the damaging effect it would have on WTO talks on financial services, which the US is anxious to see succeed, and the effect on its own leadership role in the WTO.

Negotiators point out, however, that failure will not halt the liberalisation of world telecoms, merely slow down the process. "Liberalisation is happening now and it is unstoppable," said Mr MacMillan.

More countries make market opening proposals as deadline nears for WTO negotiators

South Koreans put in new telecoms offer

By Frances Williams in Geneva

Momentum was building yesterday for a World Trade Organisation pact to liberalise global telecommunications markets worth \$600bn a year as more countries came forward with new or better offers to open their telecoms sectors to foreign competition.

A US decision on whether

it will accept the deal on the table could come today when the 60-odd countries taking part meet to consider the final package ahead of the deadline for agreement of midday on Saturday. A special EU council of ministers meeting is scheduled for this afternoon.

Washington scuppered an accord last April because it was not satisfied with the offers from many developing

countries. However, a number of these offers have since been improved and new ones have come in, including important potential markets such as Malaysia, Indonesia and South Africa.

In a significant move South Korea, yesterday revised its offer to permit 49 per cent foreign ownership of facilities-based telecoms companies rather than the 33 per cent limit previously

set. For Korea Telecom, the dominant operator, the equity limit has been raised to 33 per cent from 20 per cent.

Seoul has also agreed to accept entirely the so-called "reference paper" that lays down rules to ensure fair competition in telecoms markets. The majority of countries have now adopted the paper in full or in part, the first time WTO negotiations

have embraced a common set of competition rules.

Though US officials were not revealing their hand yesterday, there appeared to be a growing expectation that Washington will join a WTO agreement. "It's a much better package today than last April," said Mr John Windolph, executive director of Iridium, the US-based satellite communications company. "I think we're going to get a deal."

Vietnam tells Conoco to improve tender

By Jeremy Grant in Ho Chi Minh City

A consortium led by US oil company Conoco has beaten two rival bidders for exploration rights to Vietnam's most coveted oil prospect but Hanoi refuses to award a contract until the group improves the terms of its tender.

The development comes a year after the DuPont unit rattled diplomatic nerves by signing a contract with Hanoi to explore jointly for oil in an area of the South China Sea fiercely contested by Beijing.

Conoco hoped this would give it the political leverage to clinch exploration rights to Block 15-01, an area off the southern coastal city of Vung Tau.

Analysts say the block is Vietnam's hottest oil prospect, a view which prompted foreign companies to bid for it in droves in 1994.

In a letter to candidates for the block, state oil agency PetroVietnam rejected bids from Mobil and a consortium involving British Petroleum, Mitsubishi Oil and Exxon.

It told Conoco and its South Korean partners Petro and Yukong Oil that they were still in the running but that they must bring the only other remain-

ing bidder, Geopetrol of France, into their consortium and forge a fresh deal.

Conoco and PetroVietnam have declined to comment. But Conoco officials are understood privately to be frustrated over Hanoi's unexpected demands. They hoped that the company's high stakes gamble in the South China Sea would pay off without complications.

They are understood to be uneasy about working with Geopetrol. The fact that Geopetrol was shortlisted at all has puzzled observers as it has little experience in oil exploration.

The French company has offered PetroVietnam generous terms for joint exploration of Block 15-01. It now appears that Hanoi's strategy is to use Geopetrol as a means of squeezing better conditions from Conoco.

A Petro official said the consortium had been given until tomorrow to submit seven "negotiating points" to PetroVietnam.

Analysts say PetroVietnam's brinkmanship with Conoco will delay the start of work on Block 15-01 even further, a situation that Hanoi can ill afford. Foreign companies have already been waiting for over two years for a decision, an unusually long period by industry standards.

WORLD TRADE NEWS DIGEST

Bolivia to sell oil, gas rights

The Bolivian government will open the country to oil and gas exploration through an auction likely to be held in May, energy minister Mr Jorge Bermudez has said in London. Some 63 per cent of the country's surface area had hydrocarbon-bearing potential, but not much information was available about large tracts.

"What we expect is that a number of companies will nominate areas; then we will auction them. The government may decide on some other areas," he added. Most of Bolivia's oil and gas is produced in the area around the lowlands city of Santa Cruz. The auction would make available many non-traditional areas, for example, in the eastern and north-western regions. Operations of most of Bolivia's state-owned oil industry would be handed over to private sector operators on March 8. Three foreign consortia have agreed to invest a total \$835m in two production companies and a transportation group in return for a 50 per cent equity stake. The other half will be deposited in Bolivians' retirement accounts. *Stephen Fidler, Latin America Editor*

Matsushita backs Hong Kong

Matsushita, Japan's largest consumer electronics maker, plans to increase investment in Hong Kong this year. Mr Yukio Shiohara, director of Chinese and Hong Kong operations, said he was optimistic China would handle the return to it of Hong Kong carefully and cautiously. Matsushita, which has invested over ¥65bn (\$521.6m) in mainland China, plans to expand the company's operations in Hong Kong this year by adding financing and procurement functions to its logistics operations there. Investment in Hong Kong would depend on the development of the colony's forward exchange market, Mr Shiohara added. *Michiko Nakamoto, Tokyo*

Turkey target for Yemen gas

Turkey is to be targeted as a possible customer for gas from a liquefied natural gas project being developed by Total, the French oil company, in Yemen. Mr Thierry Desmarest, Total's chairman, said European countries could be potential customers for gas from Yemen, though the economics of shipping LNG from the Middle East to Europe were still not as attractive as in the main LNG market in Asia.

The fast growth in worldwide demand for LNG is giving oil companies such as Total greater confidence to launch multi-billion-dollar projects without 100 per cent of the capacity sold in advance under long-term contracts. In future, some LNG projects could probably be launched with as much as a third of their capacity unsold.

Shell, the Anglo-Dutch oil group, expects Enel, the Italian electricity monopoly, will eventually honour its contract to buy gas from the new Nigeria LNG project now entering its main construction phase at Bonny Island on the Nigerian coast. Mr John Jennings, Shell Transport and Trading chairman, said he thought "deliveries will be made under the Enel contract," although he suggested volumes could be phased in. *Robert Corzine, London*

Cognos, a Canadian business information technology specialist, has sold an impromptu inventory and sales tracking system to Volkswagen for deployment at its 5,000 European dealerships. *Robert Gibbons, Montreal*

Bouygues Shanghai, a subsidiary of the French construction group, has won a \$22m contract to be chief contractor for the 55-storey Shanghai Maxico Centre office tower, set to open in west Shanghai in the second half of next year. *James Harding, Shanghai*

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NEWS: ASIA-PACIFIC

'Noisy' concert stirs HK discord

By John Ridding
in Hong Kong

Plans for two pop performances in Hong Kong by Elton John, the British singer, just ahead of the British colony's transfer of sovereignty to China, have been dropped amid discord in the community.

Local politicians refused to waive laws governing noise levels at Hong Kong stadium.

With less than five months before the handover, time is running out for what is slated as one of the biggest international events of the year. But so far, there has been little news of what ceremonies will happen apart from fireworks.

The China-backed committee overseeing the handover is seeking international performers, but found Pavarotti too expensive. And on the Hong Kong government side, John was the first star to be billed. His loss prompts concerns that organisers are struggling to supply high-profile acts and to spend the HK\$230m (US\$29.7m) budgeted by the administration.

Such concerns appeared to cut little ice with local politicians. "The legal noise limits may be too low, but that is the law," says Mr Fred Li, democratic legislator, whose suggestion that the audience should wear earphones turned into a radio station broadcasting drew him into this bizarre saga. This would have allowed people to listen to John's songs without the concert exceeding the legal limit - 70 decibels before 7pm and 65 decibels afterwards. A concert, says, one stadium official, would be between 80 and 90 decibels.

This all sounds very strange in Hong Kong, one of the world's noisiest cities. But the headline solution has happened before. "I was there," said Mr Li. Stranger still, was a plan to supply gloves at a Cantonese pop concert two years ago to muffle the applause.

Rights row hampers EU-Asean talks

By James Kynge in Singapore

Differences over human rights in Burma and Indonesia have seriously damaged the prospect of achieving a wide-ranging treaty between the European Union and the economically powerful members of the Association of South East Asian Nations (Asean).

The failure to do this so far raises questions on how the EU and Asean - comprising Singapore, Malaysia, Indonesia, Brunei, the Philippines, Vietnam and Thailand - can advance a 20-year-old

"friendship" process that has yet to achieve a concrete economic agenda, officials said.

The human rights issue dominated talks between 15 EU and Asean foreign ministers in Singapore yesterday, hitting hopes for an "Action Plan" to replace the Co-operation Agreement of 1980.

If the impasse is not resolved, the EU-Asean talks may be overshadowed by a larger Asia-Europe forum (Asef), which was launched last year and which includes China, Japan and South Korea.

Indonesia, criticised for human rights abuses in East Timor, a former Portuguese colony which Jakarta took by force in 1975, blamed Portugal for wrecking the "new-generation" agreement. Lisbon said it did not object to a new treaty but insisted it include a clause on human rights.

Some EU officials suggested privately that to keep the EU-Asean process from becoming totally irrelevant, the EU must drop its insistence on a human rights clause, the cause of intense irritation in south-east Asia.

The impasse is complicated by the entry into Asean later this year of Burma, whose military government has been widely condemned in Europe for its suppression of a democracy movement led by Ms Aung San Suu Kyi.

Asean officials said before their two-day meeting in Singapore that a new "Action Plan" setting out concrete steps on economic co-operation would be attainable. But no such plan is to be announced, officials said.

Instead, a joint declaration to be announced today does not provide

any specifics, saying only that action will be taken "to consolidate, deepen and diversify EU-Asean relations in a dynamic manner".

Officials warned that if the EU-Asean process could not address the economic agenda, it could be in danger of being marginalised by Asean, which holds its first foreign ministers' meeting on Saturday and which has several clear commercial objectives.

Part of Asean's *raison d'être* is to be a powerful Asian voice independent of China and Japan.

Bolger aims to keep grip on power

By Peter Montagnon
in Wellington

Mr Jim Bolger, New Zealand's prime minister, has signalled his intention to keep a firm grip on the leadership of the centre-right coalition government formed by his National party with the nationalist New Zealand First party.

It was "not just unlikely, but extremely unlikely" that National would ever cede the premiership to NZF, the coalition's junior party, he said in an interview. The coalition was formed after the country's first elections under proportional representation in October. "The larger party by just about every historical precedent provides the leader of the government," he said.

His remarks, the most explicit yet, may scotch speculation among opposition politicians that Mr Winston Peters, the flamboyant NZF leader, who held the balance of power after the elections, will use a planned cabinet reshuffle to claim the premiership for himself. But they also point to possible later leadership rivalries between men whose relationship has been acrimonious in the past.

Mr Peters, treasurer and deputy prime minister in the coalition government, is widely assumed to harbour ambitions of becoming prime minister and has softened much of his nationalist anti-immigration rhetoric since entering the coalition. He founded NZF after being expelled from the National party cabinet in 1991 following a long dispute with the leadership over economic policy, and said before the election that he could not form a government with National's leaders.

Mr Bolger is thought to want to retain the premiership at least until 1999, when New Zealand is scheduled to host the summit of the Asia-Pacific Economic Co-operation (Apec) forum.

Defection muddies Korean waters

Already delicate diplomacy takes a further knock, write Peter Montagnon and John Burton

Understanding North Korea's secretive and authoritarian regime, difficult enough at the best of times, has been made all the harder with the defection of one of the country's most senior officials. The defection of Mr Hwang Jang-yop, the ruling party's secretary for foreign affairs, comes at a sensitive time for North Korea's relations with the outside world. The country is under pressure to attend a preliminary briefing on proposals for four-power talks with South Korea, China and the US aimed at reducing tension on the Korean peninsula and replacing the 43-year armistice with something more permanent.

The chances for a diplomatic breakthrough appeared strong two months ago after the North offered an apology for a submarine incursion into South Korean waters last year. But Mr Hwang's defection has set back hopes that the talks will take place. Inter-Korean relations are once more at freezing point. The two sides yesterday were squabbling over the fate of Mr Hwang, who is hiding in the South Korean embassy in Beijing. Pyongyang claimed Mr Hwang had been kidnapped and warned of retaliation if he was not returned to the North.

Mr Hwang's defection also suggests that the prospect of talks was already in trouble because of differences in the



Diplomatic maze: outside the South Korean consulate in Beijing yesterday

North Korean regime on how to handle the proposal. Moderate elements, of which Mr Hwang was believed to be one, appeared to have failed to persuade their hawkish colleagues to come to the negotiating table in return for food aid to the country's starving population.

If China allows Mr Hwang to travel to Seoul it will strengthen the view that no

foreign power, including its once-close communist ally, can be trusted.

Even before the defection, there was a sense of bewilderment in Washington about the North's on-off attitude to security talks. Pyongyang at first agreed to attend the briefing in New York on the four-party proposal earlier this month, but then changed its mind. It blamed the failure to

conclude a barter agreement with Cargill, the US commodity house, for the shipment of 500,000 tonnes of grain.

At first US officials interpreted the rebuff as another attempt by Pyongyang to gain leverage and obtain more food supplies and other concessions. "They are very short of food, but they also said one official.

broken pledge. "They're seething that they're giving concessions and getting nothing in return," he says. Washington would achieve more by easing trade restrictions.

In contrast, Mr Bill Taylor, a strategic expert at the CSIS institute and one of few Americans to have met former President Kim Il-sung, says Pyongyang is just committed to a strategy of brinkmanship. "North Korea believes the Clinton administration can be had, that brinkmanship has worked every time in the past and can continue to work."

An important precedent was the 1994 nuclear agreement whereby Pyongyang received pledges of foreign oil supplies while a consortium led by the US, Japan and South Korea installed a "safe" nuclear generating capacity on highly concessional terms.

The US and its allies are vulnerable to such brinkmanship because Seoul is inadequately defended against missile attack, Mr Taylor says. North Korea could not win a war on the peninsula, but it could destroy Seoul in a matter of days. The correct approach, he says, is to stop making concessions and strengthen Seoul's defences.

If the talks do ever get under way, they can be expected to move very slowly, with Pyongyang springing a few more surprises on the way.

NEWS: INTERNATIONAL

Turkmenistan belatedly joins the queue for oil and gas investment

Central Asian republic strives to live down a bad start, writes Robert Corzine

Turkmenistan wants to come in from the cold. Five years after reluctantly accepting independence from the former Soviet Union, it is hoping to catch up with other energy-rich states in the Caspian Sea region in the race to attract large-scale foreign investment as a way to kick-start market reforms.

Last month the government signed a memorandum of understanding to begin detailed negotiations on the handover of much of the country's western oil fields to an Anglo-US consortium made up of Monument Oil & Gas of the UK and Mobil Oil. Later this year it plans to offer large tracts of its offshore acreage to international oil companies.

In recent years Turkmenistan, which depends on oil and gas for 80 per cent of its revenues, has watched for foreign oil companies flock to Kazakhstan and Azerbaijan, while its initial contacts with international companies turned sour.

A strategic joint venture with Bidas, the Argentine oil group that is the coun-

try's largest foreign investor, deteriorated into a bitter and complex contractual wrangle that has been referred to international arbitration.

"We originally concluded a number of damaging contracts," says Mr Batyr Sardzhayev, the deputy prime minister. "These have caused huge damage to our international reputation."

He accepts that some of the problems were of their own making but says the next generation of oil and gas agreements will be more transparent. "We want to do everything properly to avoid making more mistakes."

Legislation to create production sharing agreements, the standard international formula for oil and gas investments, is being drafted. Although Turkmenistan holds the world's fourth largest reserves of natural gas, Mobil and Monument will focus on boosting oil production by 10m tonnes a year. The aim is to increase oil output to the point where it would justify the construction of new export routes through neighbouring Iran.

Kazakhstan, and perhaps Azerbaijan via tanker across the Caspian.

The complex and fluid geopolitical situation in the Caspian requires at least three outlets, says western oilmen. But gas, which is a more difficult commodity to find a ready market for, is also a priority. At first, Turkmenistan plans to link its west-

'We want to do everything properly to avoid making more mistakes'

ern and eastern gas fields to the Iranian domestic system, which Turkmen officials say is short of gas. The western line is currently under construction. The eastern outlet would require only a 60km line to be built from the giant Soviet-era gas field in eastern Turkmenistan to Mashhad in Iran.

The links to Iran will form the base for more ambitious

plans to sell gas to Turkey, and perhaps eventually to western Europe through a line that would bypass Russia, which has restricted Turkmen gas exports in recent years.

Turkmenistan exports 40m cu m of gas to former Soviet republics such as Ukraine and Georgia and to eastern Europe. It is supposed to receive \$42 per 1,000 cu m delivered to the Uzbek border, but the payment record of the Commonwealth of Independent States members has been patchy at best.

Aside from Turkey and western Europe, it is the markets of the east that hold the most allure, say officials. A proposed gas pipeline to Pakistan and India via Afghanistan is under study by Unocal of the US and Delta of Saudi Arabia, although Bidas is suing Unocal, claiming that it has the exclusive right to negotiate a deal with the Afghans.

World Bank officials say the economies are "very attractive. It's the politics that are a problem." All the warring factions in

Afghanistan support the project. Turkmen officials, however, admit that the Afghans have yet to be convinced that the pipeline could be an instrument with which to build an enduring peace. "They all dream about using the revenue to buy more weapons," concedes Mr Boris Shikmuradov, the foreign minister.

Western diplomats hope the flurry of activity on the energy front will be a prelude to more extensive domestic reforms. Officials admit that Turkmenistan has been slow to adopt market and democratic reforms that are now commonplace in other former Soviet republics. But they say the slow pace stems not so much from a desire to maintain the old Soviet system, as from a strategic need to hold together one of the most economically neglected of the former Soviet republics.

Last month President Saparmurat Niyazov, who has been criticised for having indulged in an extensive building programme of presidential palaces and retreats while some parts of Ashga-

Turkmenistan, looking ahead



	1995	2002
Population (m)	4.5	5.5
GDP (\$bn)	11.9	31.3
GDP/head (\$)	2,670	5,600
Electricity (bn kWh)	11.2	18.3
Natural Gas (bn cu m)	2.5	1.5
Cotton (000 tons)	1,500	2,500
Exports (\$bn)	1.5	2.0
Imports (\$bn)	1.6	5.5

Source: State Committee for Forecasting and Statistics, 10-year Development Programme, World Bank and EBR

bat are still without running water, said he was committed to accelerating market reforms.

"We need to change public thinking on the economy and to change attitudes," he said. "Change will be accelerated."

There are some signs he means it. Last year he set up a special agency to accelerate inward investment projects which had been languishing in ministerial in-trays.

Senior officials such as Mr Sardzhayev speak optimisti-

cally of the first steps towards privatisation in the agricultural sector and the prospects to develop more industries to process the country's raw materials, such as cotton.

A big test for Turkmenistan, however, will be how the money earned from the next set of energy projects is used. Some diplomats fear the oil wealth might cause the government to put off economic and political reforms. "Or maybe the president will just build more palaces," said one.

UN chief wants a woman deputy

By Michael Littlejohns, UN
Correspondent, in New York

Mr Kofi Annan, UN secretary-general, wants to name a woman deputy and has discussed the question with Ms Gro Harlem Brundtland, the former prime minister of Norway.

But he said yesterday he must first seek General Assembly authorisation and funding for the post, an innovation sought by the US in its drive for UN reforms.

"Ideally, I would want to be able to offer the post by the autumn of this year," he said. There could not be a formal candidate for it before terms were approved, but he had already talked to Ms Brundtland, "whom I respect very much".

Mr Annan's first top-level appointments last month were criticised because he held over most of those who served his predecessor, Mr Boutros Boutros Ghali. Also, only two of the 187 appointees are women, though he has often spoken out for "gender parity".

Naming a woman deputy who would have across-the-board responsibilities and be in charge when he was away would go far to address the complaints. At his first New York press conference since assuming office, Mr Annan acknowledged some officials felt UN reform had not moved fast enough in his first five weeks.

To a response by Mr Sergey Lavrov, the Russian ambassador, that God needed less time to create the earth, Mr Annan said the Almighty worked alone and was not answerable to 185 member countries.

He reaffirmed his commitments to a more effective organisation and stressed his task would be less difficult if members, including the US, met all their financial obligations to the UN.

He had tried to reduce UN paperwork by ordering a 25 per cent cut in Security Council and General Assembly documentation.

Nigerians given opportunity to buy into national debt

By Anthony Goldman
in Lagos

Nigerian investors will be invited to buy into the country's \$2bn commercial debt through the local market for the first time on Monday.

While the initial offer by the Nigerian International Debt Fund is a modest \$16.5m, brokers say interest has been encouraging and could prompt further issues of up to \$100m.

The fund, supported by local institutions and Citibank UK, is aimed mainly at pension funds and insurance companies looking for a dollar-linked investment providing protection against local currency fluctuations.

The stock exchange is also

excited about the creation, in effect, of a long-term bond market and the prospect of increased capitalisation. "Interest has been overwhelmingly positive," says Mr Philip Ihenacho of London-based Afrinvest Securities, the fund's international adviser. "The government is also keen because of the symbolic value of moving towards the securitisation of national debt locally."

Nigerian debt is not, however, the bargain it once was. "It is a good idea," concedes one merchant banker in Lagos "and very innovative. But with par bonds now trading at 85c on the dollar, this fund may perhaps be a little late to be truly attractive."

It has taken the fund's managers, Securities Transactions and Trust Company (Stetco) a year to win approval from the regulatory authorities involved: the Central Bank of Nigeria, the Joint Tax Board, the Securities Exchange Commission and the Nigerian Stock Exchange.

"It is a little frustrating," explained Mr Godwin Oba-Obasi of Stetco, "because in that time alone the yield on Nigerian par bonds has dropped from 14 to 10 per cent."

The fund will issue a bond broken down into \$1,000 investment notes purchased in naira, the local currency. "What makes this appealing to the local market,"

NIGERIAN DEBT

External debt structure (\$m)				
Category	Arrears	Balance	Total	% of total
Multilateral	42	4,628	4,666	16.82
Paris Club	11,072	8,018	19,091	68.04
London Club	0	2,043	2,043	7.28
Promissory notes	0	2,140	2,140	7.83
Non-Paris bilateral	10	111	121	0.43
Total	11,124	15,936	26,060	100.00

1990 - \$2,837m; EIB - \$480m; ADB - \$1,339m

says Mr Ihenacho, "is that investors can quite legally gain access to dollar-linked returns, while the central bank can also be sure the device will not be exploited as a means of capital flight and foreign exchange abuse."

The director-general of the stock exchange, Mr Hayford Allie, has described the scheme as "a revolution" in the Nigerian capital market, the first international capital market instrument to be listed on local markets.

While Nigeria has allowed

huge arrears to accrue on its bilateral debt - debt which, according to the finance minister, Mr Anthony Ani, stands at around \$20bn - the government has been careful to meet all outstanding repayments on its commercial debt.

Debt service requirement 1997 (\$m)	
Multilateral	877
Paris Club	3,761
London Club	128
Promissory	234
Non-Paris bilateral	40
Total	4,990

Debt service arrears for 1996 \$11,124m. Total disputed arrears \$16,104m.

Paris Club debt (\$m)	
UK	4,871
Germany	3,782
Japan	2,979
France	2,828
Netherlands	1,182
Italy	1,016
USA	999
Austria	528
Belgium	405
Denmark	215
Switzerland	155
Others	146
Total	19,087

1996, Spain, Norway, Sweden, Finland, Ireland

Debt levels at November 30, 1996

Source: Ministry of Finance, Abuja

RECRUITMENT

Richard Donkin on the different strategies of a firm of accountants and a chemicals group for finding the best employees

Nurture supplements nature

Coopers & Lybrand, the accountants and management consultants, and Courtaulds, the chemicals group, both share a commitment to developing the best in their employees. But the two organisations reflect very different approaches: one is unashamedly elitist, the other determined to spread the net as broadly as it can.

Coopers & Lybrand has introduced a graduate recruitment scheme - its international careers programme - designed to lure some of the best graduates from a handful of the world's top universities into a potentially high-flying career.

The programme is this year selecting 20 graduates from five universities: Queen's in Ontario, HEC school of management in Paris, Erasmus in the Netherlands, Oxford in the UK and Wharton in Pennsylvania. In a search co-ordinated by its offices in the five countries using common selection criteria, the firm aims to find and develop recruits

able to amass international accounting and auditing experience.

All recruits will spend at least three years training and qualifying as professional accountants in a country of their choice, but not where they studied.

The selection procedure is rigorous. Interviews in applicants' home countries are followed by a second selection process, lasting up to four days, in their prospective country base.

"It is vital to our business that we develop a core group of people with real international experience," says Ed Smith, head of strategy in the firm's UK business assurance arm. "As our work becomes more global, the skills these people will bring will be crucial to the service we offer."

Smith says the firm had been concerned by an annual survey of European business graduates by Universum, a Swedish consultancy, that suggested it did not enjoy a high profile among graduates in Europe. It hopes the programme will highlight its inter-

national presence and help attract more good quality graduates to its general intake.

Coopers & Lybrand signs up some 700 graduate trainees a year. "We want graduates to say to themselves that even if they do not go on this programme they may still want to come to the firm because of its strong international mobility culture," says Smith.

Ian du Pré, UK head of recruitment, admits the focus on just five universities might exclude some potential high fliers from elsewhere, but says the firm is keen to build on existing relationships with these universities. He also points out that high fliers would naturally emerge from the rest of the graduate intake.

The Courtaulds' recruitment scheme is much less elitist. It is designed to select and train people from scratch to create a skilled work pool around Courtaulds' new Tencel plant in Grimsby, northern England.

Unusually, short-listed applicants receive skills training before their final selection. This

not only allows the company to identify the most promising candidates, but to create an understanding of the business and skills base among some who might be recruited later.

The new approach was pioneered at Tencel's main manufacturing base in Mobile, Alabama, which successfully linked up with the Alabama State Industry Training Association.

The 250 shortlisted for the UK factory were put through tests. The final shortlist of 140 have since been attending two four-hour classes a week on subjects including computer skills, process control, and health and safety. The 96 hours of training are unpaid and do not guarantee a job, but the unsuccessful candidates will have secured training that might be useful later.

While the two schemes have different approaches and aims, they share a refreshingly high level of commitment to employee development and training. They also demonstrate that the two employers are confident enough to experiment with new ideas.

Salaries bonuses and car allowances in City of London finance

Position	Base salary			Average salary		Car provision/allowance		
	Lower quartile £	Median quartile £	Upper quartile £	Salary £	Bonus %	With car %	Value £	Annual allowance £
Corporate finance head	105,000	118,000	130,000	118,000	24.2	86	24,000	8,000
Capital markets head	124,500	150,000	171,500	148,500	59.5	86	29,100	8,800
Bond sales head	90,000	95,100	101,500	95,100	64.5	86	21,800	6,500
Fund management director	103,800	120,500	151,400	131,200	41.8	100	22,500	7,500
Future & options head	84,800	105,000	128,500	105,000	57.7	86	22,000	7,000
Eurobond trading head	97,500	125,000	147,500	122,500	42.0	71	26,100	7,300
Equity trading head	96,700	105,100	124,500	108,500	38.8	71	16,700	7,100
Private banking head	83,000	100,000	111,400	101,200	22.5	71	16,700	7,100
Head of research	101,000	105,000	113,500	106,500	28.1	100	24,000	7,800
Financial director	704,500	83,000	83,900	83,900	39.7	80	25,300	7,800
Chief FX dealer	86,500	97,000	113,500	97,000	18.5	86	18,200	6,300
Legal services head	80,000	72,500	78,000	74,000	24.1	85	21,100	6,700
Personnel director	74,700	69,000	80,500	74,500	59.8	84	30,800	7,800
Money market head	60,200	72,000	83,000	73,500	38.2	77	18,500	6,100
OP director	60,500	60,000	72,500	64,500	55.1	78	22,400	6,800
Credit manager	40,700	44,000	49,500	44,500	9.0	69	18,500	5,000
Queltyne services head	27,600	29,200	34,200	29,200	27.5	54	15,400	5,500
Source: Monks Partnership								

Because of this, both employers are sending out positive signals to potential recruits.

City salaries

Monks Partnership, the pay consultancy which provided the data for the table above, says an upturn in recruitment among the investment banks is likely to lead to pressure on base salaries

beyond the 5 per cent increases it had been predicting for the year.

Growth beyond the ever-increasing demand for good dealers and traders is reported in structured finance, risk management, product development and futures and options.

Joe Clark, who compiles the information, says that many personnel staff are trying to restructure bonus schemes. The idea is

to maintain results without encouraging individuals to take undue risks. The idea seems laudable, but will it work?

The table is drawn from the Monks Partnership quarterly survey of pay and benefits in City of London banks, 1996, from Monks Partnership, The Mill House, Wendens Ambo, Saffron Essex CB11 4JX, UK. Tel 44 1799 522222

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Ref: ES

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Ref: ETM

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The IIC is one of the world's foremost interdisciplinary forums for debate on communications issues, examining their consequences for government, economies, cultures, politics and individuals worldwide.

Established in 1967, the IIC is an independent association of communications and broadcasting corporations, institutions and experts. It undertakes a range of publishing, conference and research programs.

The IIC is seeking an Executive Director to manage the affairs and intellectual direction of the organisation. The Executive Director position is a prestigious and challenging opportunity for an energetic, talented communications professional.

He/she will need to have strong organisational and interpersonal skills, including the ability to liaise with senior industry executives on an international level.

A key function of the role is promoting and marketing the work of the IIC and implementing membership development programs.

The Executive Director also oversees the Institute's research and publishing activities, the organisation of the annual conference and industry forums and devises new projects and activities.

The position is based at the IIC Secretariat in London. The remuneration package will be negotiated based on the skills of the successful applicant and the Institute's status as a not-for-profit professional organisation.

Applications should be sent by the 14 March to:

The Chairman, IIC,
Tavistock House South, Tavistock Square,
London WC1H 9LE, UK
Tel: +44 171 888 0671 Fax: +44 171 880 0623

An opportunity in

GLOBAL HIGH YIELD

Challenging role with a leading player in Fixed Income

London

Our client, a prestigious US Investment bank, invites candidates to join its expanding Global High Yield Group in London. Reporting to a senior Managing Director, the successful candidate will play a key role in all aspects of trading, acting as liaison between Moscow, New York and London. He or she will satisfy the following criteria:

- One or two years' previous fixed income trading/research experience in a leading house with significant exposure to emerging markets
- Detailed experience of Russian debt securities including GKO, OFZs and Russian equities
- In-depth understanding of currency hedging in particular Russian rouble/dollar forwards
- Track record of academic excellence to include a first degree in Mathematical Economics and/or Econometrics

- Demonstrably superior marketing skills and the ability to build client relationships in emerging markets with particular emphasis on Russian and Eastern European markets
- Fluent spoken and written Russian and English
- Experience of writing research/marketing reports on Russian fixed income markets
- Superlative IT skills to include spreadsheets, programming and financial modelling

The remuneration package for the successful candidate will be competitive. To apply, please write enclosing a full CV, to: Alastair Lyon, Confidential Reply Handling Service, Ref: 631, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

Applications will only be forwarded to this client. Please indicate any organisations to which your details should not be sent.

ASSOCIATES IN ADVERTISING

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Jonathan Wren Search & Selection is well known for its recruitment of high profile formally trained, graduate financial analysts for middle and senior credit, risk and research roles within the City of London's most prestigious investment, wholesale commercial banks and securities houses.

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If you are currently carrying out any of the above specialist analytical functions and you are ready for your next career move please submit a detailed CV together with details of your financial analytical training, number of years experience, your current remuneration package and your motivation to move.

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SEARCH & SELECTION

All details please to Ron Bradley/Karen Lewis at the address below.

Jonathan Wren Search & Selection Limited, 34 London Wall, London EC2M 5RU. Telephone 0171 588 0828 Facsimile 0171 588 0830

HSBC Investment Banking

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International M&A and Corporate Advisory

The HSBC Group, with headquarters in London, is one of the world's largest banking and financial services organisations, with an international network of more than 3,400 offices in 77 countries. Unrivalled financial resources, global reach and contacts ensure that the HSBC Group is ideally placed to develop further its pre-eminent position.

HSBC Investment Banking is responsible for the advice and financing, equity securities, asset management and private banking activities of the HSBC Group. The Corporate Finance and Advisory Department encompasses the Group's corporate advisory, M&A and Equity Capital Markets activities. We are now looking to recruit outstanding specialists for our international transaction teams.

This is an exceptional opportunity for individuals to develop further their experience across a wide range of international transactions, including the origination, structuring and execution of mergers, acquisitions and divestitures for quoted and unquoted companies, equity offerings and privatisations.

Successful candidates will be exposed to HSBC Investment Banking's growing international client base, and will work closely with its industry specialists and network of international offices in 40 countries worldwide.

Candidates of the highest quality are sought:

- ▶ Graduates with three to seven years' M&A or Corporate Advisory experience gained within a leading financial institution. Exposure to a range of high-profile transactions conducted on an international basis is essential.
- ▶ Fluency in a European language, in addition to English, is a distinct advantage.
- ▶ An excellent academic background and keen intellect. An additional qualification such as an MBA would be advantageous.
- ▶ First class analytical, technical and presentation/communication skills
- ▶ Team players with initiative, creativity and flair, together with a high level of motivation and commitment.

Morgan McKinley
EXECUTIVE RECRUITMENT

Please send full cv to:
Stephen Grant, Morgan McKinley,
Wellington House, 125 Strand, London
WC2R 0AP. Tel: 0171 557 7222 Fax: 0171 836 3456

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The Financial Markets Group (FMG) focuses on proprietary trading. With more than 20 offices worldwide, we have built a reputation for innovation, success and profitability. FMG is engaged in diverse proprietary financial trading and investment activities worldwide.



The success and rapid expansion of our financial markets group has created this opportunity to join a leading proprietary trading team in emerging markets.

To be a candidate for this job you need:

- 3 years experience of South African equities investment/trading.
- a working knowledge of other markets in the region.
- a performance driven, self motivated personality.
- strong communication skills, team focus and versatility.

A move to proprietary trading will bring new challenges, a real chance to prove your worth and develop your experience. Cargill will give you the opportunity to progress, to take responsibility, to grow and to work within a peer group.

Please reply, stating current remuneration package to:
Lorraine Wrafter, Cargill Financial Markets PLC,
Knowle Hill Park, Fairmile Lane, Cobham, Surrey, KT11 2PD
Tel: (44) 1932 861272 Fax: (44) 1932 861526

FLEMINGS

COMMUNICATIONS MANAGER

Money Purchase Service

Flemings is a leading private merchant bank with extensive domestic and international interests in fund management, investment banking and securities broking.

We are looking to fill the new job of Communications Manager following the successful launch of Fleming Select Service. He or she will be given the resources they need to further develop employee communication programmes (text, video and internet etc) for our growing number of money purchase clients.

The ideal person will already be an experienced communications professional, a team player with flair and creativity, strong written skills and a background from the pensions industry.

In the first instance, please write with full CV and salary details to:

George Brown, Personnel Director
ROBERT FLEMING & CO. LIMITED
25 Copthall Avenue, London, EC2R 7DR

CJA

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CREDIT SUISSE ASSET MANAGEMENT

CITY

Credit Suisse Asset Management has \$30bn of top performing funds under management and their distinct investment style and philosophy combine a wide-ranging analytical approach to economic and market trends with detailed investigation of individual securities. The European regional and country specific funds are consistently ranked in the top quartile and funds under management are growing rapidly. This new position is an exceptional opportunity to join Patricia Maxwell-Amot as a fifth member of her team. We invite applications from numerate candidates with a good degree from a leading university and 1-2 years' investment or research training with a leading institution. ILMR or steps towards it are expected. A second European language, computer literacy and good presentation skills are essential. We seek an individual with high intellectual capacity and meticulous attention to detail. An excellent remuneration package will be negotiable and salary will not be a barrier to recruiting the right individual.

Applications in strict confidence under reference EEA6047/FT to the Managing Director, CJA.

COMPETITIVE PACKAGE

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Strong leadership, in-depth experience and expertise coupled with a solid "bottom-line" track record are my attributes. I am addressing myself to an organisation which is planning to restructure, revitalise or reposition itself or is looking for a successor to its CEO. Excellent current references available. Being dual nationality and multilingual the geographic preference is Europe offshore, London, Bermuda or Switzerland. Seriously interested parties write to:
Ben Ashles, Financial Times,
One Southwark Bridge, London SE1 9YL.

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Management Consultancy
Small London based management consultancy specialising in financial services clients seeks outstanding candidate with good academic credentials, including MBA Degree in Business Strategy, and experience in the implementation of innovative marketing and distribution strategies within the American financial services markets.
Please fax details to:
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As a senior manager in a private company in the financial sector, I require two articulate and well educated individuals (26-30) to be trained to give bespoke advice to private clients. Management opportunity exists for those who create successful track records. Call:
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Coverage Officer

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A prestigious US investment bank, actively trading world-wide, is looking for an experienced professional at Associate level to join its Debt Capital Markets group, based in London.

You will play a critical role in developing and maintaining European client relationships, pricing strategies, tailoring debt products and derivative applications to meet clients' needs, as well as co-ordinating and preparing materials and exhibits related to business development.

You must demonstrate academic excellence, including a good primary degree in mathematics, economics or a related discipline, and experience of advanced financial analysis. You will have a recent track record of marketing debt products to European corporates with emphasis on derivatives as well as FX and interest-rate options, and asset liability management at

large, gained in a blue-chip investment bank. Preference will be given to candidates with a knowledge of US capital markets products, and those who are familiar with French, Belgian and Swiss corporates.

You must have a high energy level, be able to cope in a highly-pressurised environment and have proven interpersonal skills. Fluency in English and French are also essential.

The rewards package and career development prospects are excellent.

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Please reply, stating current remuneration package to: Lorraine Wrafter, Cargill Financial Markets PLC, Knowle Hill Park, Fairmile Lane, Cobham, Surrey, KT11 2PD Tel: (44) 1932 861272 Fax: (44) 1932 861526

New York University

EXECUTIVE DIRECTOR

Villa La Pietra, Florence, Italy

New York University seeks applications for the post of Executive Director, to supervise Villa La Pietra, the University's estate in Florence.

Villa La Pietra is the central property in a complex of five substantial villas situated on fifty-seven acres in Florence. The Executive Director will report to the Vice President for Enrollment Services and Planning along with a committee of senior administrators in New York and will be responsible for all aspects of the management of the estate.

The Director's duties will require the capacity to oversee the University's academic program at La Pietra; the managerial and financial skills to handle a substantial annual budget and supervise permanent staff responsible for all functions; competence in managing the security and upkeep of a substantial physical plant including the security and upkeep of buildings and grounds. The successful candidate will also possess the sensitivity to maintain and preserve the aesthetic integrity of a major Florentine garden and to enhance community relations in Florence.

The Director will be expected to live on the estate. Applicants should possess at least ten years of senior higher education management experience, with a strong background in administrative and financial management in an academic setting. Ph.D. preferred. Fluency in Italian required. Salary and benefits will be competitive. Candidates should send a resume, references and salary history by March 7, 1997, to: Dr. David F. Flansburg, Vice President for Enrollment Services and Planning, New York University, 70 Washington Square South, New York, NY 10012-1091.

NYU encourages applications from women and members of minority groups.

EUROPEAN MONETARY INSTITUTE

PAYMENT SYSTEMS EXPERTS

The European Monetary Institute (EMI) was established on 1st January 1994 with its seat in Frankfurt am Main. The EMI's function is to strengthen the co-operation between its members, the central banks of the European Union, and to prepare for the establishment of the future European Central Bank (ECB). The EMI currently employs approximately 230 staff members and has its own terms and conditions of employment, including a competitive salary structure, pension plan, health insurance and relocation benefits. The EMI is looking for candidates to fill the following vacancies, which will be offered on a fixed-term contract basis, as soon as possible. The two vacancies relate to the preparation of the TARGET system, which will become the central payment system for the Euro. Candidates must be a national of a Member State of the European Union.

Positions and Qualifications

Target Production Support Expert

The holder of this post will work in an interdisciplinary project team within the Payment Systems Section of the EMI dealing with preparing TARGET in Stage Three of European Monetary Union (EMU). His/her major task will be to prepare the ECB's operational tasks in TARGET (e.g. conduct the end of day processing). In addition, the holder of this post will participate in the development of the organisational infrastructure for the support of the production for TARGET as a whole.

Qualifications

- University degree in Economics or Information Systems, or equivalent experience. The candidate should have a good knowledge of large value payment systems and a good understanding of the technical environment for payment systems.
- Practical experience in the fields of payment systems.
- Familiarity with modern office equipment and personal computers.
- Very good command of English and proven drafting ability in English. A command of at least one other European Union language is desirable.

Ref. GS/13/97

Payment Systems Security Expert

The holder of this post will work in an interdisciplinary project team within the Payment Systems Section of the EMI dealing with the preparation of TARGET for Stage Three of EMU. His/her major task will be to work on security aspects of Target. In particular, he/she will conduct a risk analysis for the ECB's element of TARGET, co-ordinate risk analysis with central banks and prepare security reports for EMI management and the Working Group on Payment Systems. In addition, the holder of this post will be responsible for maintaining all TARGET related papers on security.

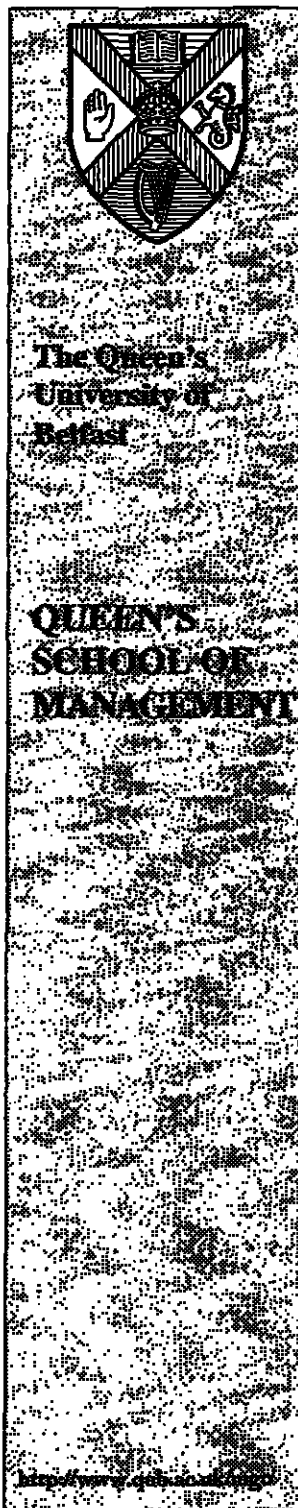
Qualifications

- University degree in Economics or an Information Systems related degree, or equivalent experience. The candidate should have knowledge of large value payment systems, a general understanding of the technical environment for payment systems and good knowledge of risk analysis methods (e.g. ISO standards). Ideally the candidate should have recently finished his/her education and acquired some experience in the above mentioned field.
- Experience in the fields of security analysis and security design of systems.
- Familiarity with modern office equipment and personal computers.
- Very good command of English and proven drafting ability in English. A command of at least one other European Union language is desirable.

Ref. GS/14/97

Applications

Applications should include a Curriculum Vitae and a recent photograph, together with references confirming the required experience and skills. They should quote the appropriate reference number and should be addressed to the European Monetary Institute, Personnel and Office Services Division, Postfach 10 20 31, D-60020 Frankfurt/Main, and should reach us no later than 28th February 1997. Applications will be treated in the strictest confidence and will not be returned.



Queen's School of Management is taking business education in Northern Ireland into the 21st Century. The School offers small scale, high quality undergraduate and postgraduate courses in management, finance, accounting, and in information management. A partnership approach is being developed with the business community, blending academic excellence with practical experience and expertise, to ensure the School becomes a genuine resource for the private, public and voluntary sectors.

Following the recent endowment by Martin Naughton of a Chair in Business Strategy within Queen's School of Management, the School seeks to make two senior staff appointments, preferably by 1 September 1997, in the areas of human resource management, and of marketing/international business. Applicants must share the University's vision of creating new directions for business.

THE CHAIR IN HUMAN RESOURCE MANAGEMENT (Ref: 97/L002)

To provide academic leadership in the research and teaching of human resource management in the School and to develop links with the business community.

Applicants must hold a primary degree or an appropriate professional qualification, and a higher degree in a relevant area. Experience of teaching of professional development courses or of postgraduate teaching, and a record of high quality research publications are essential. A doctorate, a relevant professional qualification, a minimum 2:1 honours degree or equivalent in a relevant area, membership of a relevant professional body, a research grant record, experience of innovative teaching, of supervising research students and practical management experience are all desirable.

Salary is within the professional range, with eligibility for USS, and there is a package to assist with relocation and resettlement expenses.

READERSHIP/SENIOR LECTURESHIP IN MARKETING/INTERNATIONAL BUSINESS (Ref: 97/K014)

To contribute at a senior level to the teaching and research of marketing and/or international business and to develop links with the business community.

Applicants must hold a primary degree or an appropriate professional qualification, and a higher degree in a relevant area. Experience of teaching of professional development courses or of postgraduate teaching, and a record of high quality research publications are essential. A doctorate, a relevant professional qualification, a minimum 2:1 honours degree or equivalent in a relevant area, membership of a relevant professional body, experience of innovative teaching, and practical management experience are all desirable. For readerships: a research grant record, and experience of supervising research students are also desirable.

Salary scale: Reader/Senior Lecturer: £27,747 - £31,367 (under review), with eligibility for USS. Assistance with relocation as appropriate.

Enquiries may be directed to Professor A Sangster, School of Management, telephone (+44 1232) 319530, FAX (+44 1232) 326921. e-mail: a.sangster@qub.ac.uk.

Further particulars, quoting the appropriate reference number, are available from the Director of Human Resources, The Queen's University of Belfast, BT7 1NN, Northern Ireland, telephone (+44 1232) 273246 or FAX (+44 1232) 324944.

Closing date: 27th March 1997.

Committed to an Equal Opportunities policy and selection on merit, the University welcomes applications from all sections of the community. Under its affirmative action programme it particularly welcomes applications from women for academic posts.

APPOINTMENTS ADVERTISING

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday. For further information please call:

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Vice President and Chief Financial Officer

South/Central European location

Our client, a globally diverse NYSE listed company, seeks a skilled and seasoned Vice President & Chief Financial Officer to be based at its headquarters in an attractive central/southern European city easily accessible to all major European capitals. This technology-based business has more than 40 operating units located in over 30 countries, is a leader in many of its product lines, and has experienced dramatic growth in the recent past based on both market development and an aggressive acquisition strategy.

The appropriate candidate will possess:

- A strong financial control background with direct operating unit experience
- An international background and demonstrated capability to deal effectively with diverse cultures and issues
- Strong ties to the financial community (predominately New York, but also London and Frankfurt)
- Meaningful experience in an NYSE listed company with full knowledge of regulatory issues and reporting
- Competency in U.S. GAAP
- Direct experience with a sophisticated treasury function
- Ability to understand and contribute to reconciliation of global tax issues
- A strategic vision of both global financial issues and global business matters
- Ability to effectively function as a member of a small team of executives complementing their efforts to build and operate a highly successful business enterprise
- Fluency in both English and at least one of the major central European languages

The listed qualifications are the minimum being accepted. This position offers an attractive total compensation package including competitive base salary, incentives, and stock option participation. Car plus other perquisites are included.

If you are interested in this opportunity, please forward your resume or a letter detailing your experience to: Box A5174, Financial Times, Number One Southwark Bridge, London, England SE1 9HL. E-mail: dept.cfo@jwtfworks.com

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Salary c £40,000 - £50,000 package

City Based

Our client is a successful company within the Securities and Derivatives industry.

They are currently looking to recruit a manager with proven expertise in the delivery and settlement of commodities.

A team player able to manage a small department but also a self starter keen to take responsibility for projects and compliance issues.

The ideal candidate would have an operational, compliance or market supervision background.

To apply, write with full CV and details of current remuneration package to: John Sampson.

Michelangelo

Search and Selection, 2 Austin Friars, London EC2N 2HE Tel: 0171-972-0150. Fax: 0171-972-0151/2. Email: search@michelangelo.co.uk

CORPORATE QUANTITATIVE ANALYST

Competitive base salary + substantial bonus

London based

Our client is a major US investment bank who is a recognised market leader in quantitative analysis across a variety of complex fixed income products. In line with their successful and ongoing development of establishing a leading position in the credit markets, they require a senior European analyst to lead their credit related quantitative bond strategy effort.

Job Description

- Work in conjunction with the credit team to design credit-related strategies.
- Create relative value trade ideas combining both the cash and swaps markets.
- Market strategy to the sales and trading desks as well as the firm's major clients.
- Develop new analysis to enhance their already extensive library of techniques.

Candidate Profile

- 4 years' minimum relevant post graduate experience in several different European bond markets as well as non-vanilla credit-linked securities.
- Articulate and dynamic in the approach to develop new business.
- Computer literate with first class communication and presentation skills.
- Energy and enthusiasm to execute business at all levels.

This is an excellent career opportunity for both personal growth and gaining exposure across several product areas. Interested candidates should forward their curriculum vitae to Deborah Dor, Director.

Devonshire executive

International business development
7 Birch Lane, London EC3N 3BY
Tel: 0171-429 2190 Fax: 0171-429 2092 Email: emc@devonshire.co.uk

Regional Finance & IS Director - Asia

Substantial package

Based Hong Kong

Our client is a leading international FMCG company, with sales across 93 countries totalling over \$2 billion. The Asia region has a current turnover of \$100 million, and with planned investment and expansion, will see it become a major contributor to the group's success.

This role is one of the keys to realising that potential, by providing a tactical link between the Asian operating companies and the corporate HQ in London, in areas including financial reporting, investment, treasury and IT. Your responsibilities will include directing and reporting on each company's performance in line with group objectives, functional leadership of a multi-cultural finance team and liaising closely with General Managers on financial and commercial decisions. Reporting to the Group FD and working closely with the MD for Asia, you will play a highly visible strategic role throughout the region: championing an IT strategy, developing high performance standards and ensuring effective financial management.

In short, the scope is huge - and you will need the background and flexibility to match. A qualified accountant, you will probably have a degree in Business Accountancy and at least eight years' senior financial experience, preferably in a major western consumer goods company. Beyond your clear, broad financial expertise, you will need to understand local regulations and will be fluent in English and, ideally, a regional language e.g. Mandarin Chinese. You will also possess considerable people management and strategic planning experience.

As our client is a fast-growing, fluid and entrepreneurial business, you will be highly adaptable, with a pioneering approach that balances boundless energy and strong leadership with close attention to detail. For the right candidate, there will be excellent future opportunities for significant general management roles. If required, relocation to and accommodation assistance in Hong Kong can be provided.

To apply, please send a comprehensive CV including current salary details, quoting reference 1292, to Integra Search and Selection, 1 London Road, Newbury, Berkshire RG14 1JL, UK. Fax: +44 (0) 1635 524778. All applications will be treated in strict confidence.



VENTURE CAPITAL & CORPORATE FINANCE

Young ACA or MBA

£35-50,000 plus benefits

Our client is a small, established investment house, offering private equity investment and general corporate finance advisory services in both the quoted and unquoted sectors. The investment team now wishes to appoint two executives to support the investment directors.

Candidate Profile

- aged mid 20s to early 30s
- high calibre qualified graduate Chartered Accountants or MBAs
- background in corporate finance, acquisition finance, venture capital, accountancy or management consulting firms
- strong PC modelling and financial analysis skills
- commercially astute and motivated team players with an informed interest in venture capital and corporate finance

The Role

- primary focus is supporting senior investors in deal execution and investment management
- potential involvement in corporate advisory transactions
- investment appraisal
- financial modelling and analysis
- due diligence
- preparation of investment reports
- development of investment management systems
- investment management, post deal execution

Applications with full CV and remuneration detail should be forwarded to Tim Clarke at:
1 Southampton Street, London, WC2R 0LR Tel 0171 379 1100

THE BLOOMSBURY GROUP
Executive Search

European Equity Fund Manager

World-leading Bank

£Excellent + Banking Benefits

Our client is the UK asset management subsidiary of a world-leading bank with a substantial presence in London. As the bank's European centre of excellence, it plays an important and growing role in the development and implementation of its Global Investment Strategy.

Reporting to the Head of Investment, you will be responsible for stock selection within the major European markets and for the management of institutional client portfolios.

Several years as a European Fund Manager and experience of value screening strategies will be important

as you will also be expected to contribute to the development of quantitative screening processes.

You will also make an important contribution to the evolution of future investment strategy and take an active part in the regular Global Investment Strategy reviews.

This position offers a challenging and exciting opportunity for a successful fund manager with a proven performance record to join a confident team at an important stage in its formation.

A highly competitive salary and discretionary performance bonus together with a generous benefits package will be offered to the successful candidate.

In the first instance, please apply in confidence and in writing with full CV including details of current salary to Brian Withers at Withers Wood Brigdale Ltd., Granville House, 132-135 Sloane Street, London SW1X 9AX quoting reference EEF12. Please mention any organisation to which your details should not be submitted. Our client will make direct contact with candidates selected for interviews. CVs submitted without salary details will not be considered.

WWB

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has a vacancy in its

RISK MANAGEMENT AREA

The successful candidate will be actively involved in the day-to-day production of the Bank's market risk and performance reports and will participate in the enhancement and development of reporting systems.

He/She will have a university degree and, ideally, one to two years experience in financial reporting. Computer literacy is essential; some knowledge of mathematics would be an advantage. In addition to a very good command of English, a working knowledge of German and/or French would be an asset.

The Bank offers attractive conditions of employment in an international atmosphere and excellent welfare benefits.

Candidates should send their application, together with a recent photograph and references, to the Personnel Section, Bank for International Settlements, 4002 Basle, Switzerland, quoting the reference number 97339.

ANALYST

Central and Eastern Europe

City based £28,000 + benefits package

Our Client, one of the world's leading Investment Banking Institutions, invites applications from fluent Russian/Polish speakers for the above position.

The Role:

- will include the comprehensive analysis of the economies, industries and companies of Central and Eastern Europe;
- will involve frequent travel throughout the Region to assist with the development of new and existing client relationships;
- will be responsible for writing reports on companies in fluent and attractive English to tight deadlines.

The Person:

- will have an academic background in International Economics;
- will possess a minimum of three years experience of undertaking project based assignments throughout the region, including Russia, Poland, Slovenia and Croatia;
- will have the ability to communicate fluently in Russian, Polish and ideally one other Central European language;
- will have experience of market analysis, a knowledge of CEE trade agreements, and exposure to foreign trade transactions.

To apply, please post or fax your full curriculum vitae, including details of current remuneration, to either Richard Lyons or Sam Carr. Applications will only be forwarded to this client. Please indicate clearly any organisation to which your details should not be sent.

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BANK OF CHINA INTERNATIONAL (UK) LTD

Headquartered in London, Bank of China International (UK) Ltd. (BOCI) is the newly established investment banking arm of Bank of China, China's primary foreign exchange financial institution and one of its four major state banks. Bank of China is Asia's largest capitalised bank with capital in excess of \$10.3b and assets of \$234 billion.

The formation of BOCI represents a unique employment opportunity for financiers in a wide range of disciplines who wish to participate in China's dynamic growth. BOCI will be playing a pivotal role in the development of China's financial markets. We are, therefore, building up our presence in the equity and debt capital markets, both primary and secondary, as well as structured finance and corporate finance. We would like to hear from those who can appreciate the potential of our position and are confident in their ability to contribute to our success.

As we expect to be involved in several equity IPO's this year, we have an immediate need for a

CHINESE/HK EQUITY SALESPERSON AND A RESEARCH ANALYST

As BOCI is in its start-up phase, there is considerable scope to shape these roles. Both positions will be supported by the Bank's unequalled Beijing connections, steady flow of new issues, visits to China and an imaginative use of London resources.

SALESPERSON

You will have the confidence and resourcefulness to generate your own investment ideas and be prepared to commit those ideas to print. Therefore, an ability to self-motivate, to think and write creatively is vital. Mandarin would be an asset but not essential. A European client base would be an advantage. This role may appeal to those who have two to three years experience in SE Asia but would like to specialise.

RESEARCH ANALYST

This position will involve the preparation of both daily commentary and in-depth research to support the Bank's new issue business. It is important that you should have a good grasp of economics and financial analysis as well as an ability to write accurately and concisely. The successful candidate will be a Mandarin speaker.

Please respond with a full CV and salary details to Amanda MacKinnon, Bank of China International (UK) Ltd, 34F One Canada Square, London E14 5AA (Fax: 0171 661 8877 / Tel: 0171 661 8817)

ΣΤΕΛΕΧΗ

ΓΙΑ ΤΗ ΔΙΑΧΕΙΡΙΣΗ ΔΙΑΘΕΣΙΜΩΝ

Μεγάλη Ελληνική Ιδιωτική Τράπεζα δημιουργεί νέες ειδικότητες και αναζητά έμπειρους και ικανούς Dealers για να ενισχύσει το έργο της Διευθύνσεως Διαχειρίσεως Διαθεσίμων στους ακόλουθους τομείς:

ΣΤΕΛΕΧΟΣ ΠΡΩΘΗΣΕΩΣ ΠΡΟΪΟΝΤΩΝ ΚΕΦΑΛΑΙΑΓΟΡΑΣ (ΚΩΔ ΔΔΑ 01/97)

Υπεύθυνος για την προώθηση προϊόντων κεφαλαιαγοράς (κυρίως ελληνικών χρεογράφων) και παραγόντων σε θεσμικούς πελάτες και χρηματοπιστωτικά ιδρύματα του εξωτερικού και του εσωτερικού. Προσόντα:

- Μεταπτυχιακές σπουδές χρηματοοικονομικής κατεύθυνσης, με εξειδίκευση στη λειτουργία των αγορών χρημάτων και κεφαλαίου
- Εμπειρία σε πωλήσεις και ανάπτυξη σχέσεων με διεθνείς τράπεζες, πολυεθνικούς οργανισμούς, θεσμικούς επενδυτές και εταιρικούς πελάτες

ΣΤΕΛΕΧΟΣ ΔΙΑΤΡΑΠΕΖΙΚΗΣ ΑΓΟΡΑΣ ΣΥΝΑΛΛΑΓΜΑΤΟΣ (ΚΩΔ ΔΔΑ 02/97)

Υπεύθυνος για την αγοραπωλησία συναλλάγματος. Προσόντα:

- Ανώτατες σπουδές οικονομικής ή θετικής κατεύθυνσης
- Δυνατό υπόβαθρο σε ποσοτικές μεθόδους
- Ικανότητες καθοδηγήσεως και εκπαιδευσεως των Dealers του desk

ΣΤΕΛΕΧΟΣ ΣΧΕΔΙΑΣΜΟΥ ΠΡΟΪΟΝΤΩΝ (ΚΩΔ ΔΔΑ 03/97)

Υπεύθυνος για τη σύλληψη και ανάπτυξη νέων χρηματοοικονομικών προϊόντων. Προσόντα:

- Μεταπτυχιακές σπουδές χρηματοοικονομικής κατεύθυνσης
- Δυνατό υπόβαθρο σε ποσοτικές μεθόδους
- Ευρηματικότητα και αποδοδεγμένα καινοτόμο έργο στη δημιουργία νέων χρηματοοικονομικών προϊόντων

Για όλους τους παραπάνω υποψηφίους:

- τουλάχιστον 5ετής προϋπηρεσία σε Dealing Room στους αντίστοιχους τομείς είναι απαραίτητη και
- εμπειρία ασκήσεως σχετικών καθηκόντων από θέση εποπτείας θα εκτιμηθεί.

DEALERS (ΚΩΔ ΔΔΑ 04/97)

Για απασχόληση στις διάφορες θέσεις εργασίας του Dealing Room. Προσόντα:

- Σπουδές επιπέδου ΑΕΙ
- Ηλικία μέχρι 30 ετών
- Προϋπηρεσία σε Dealing Room στην Ελλάδα ή στο εξωτερικό, καθώς και μεταπτυχιακές σπουδές θα ληθούν σοβαρά υπόψη

Για όλες τις θέσεις της αγγελίας οι υποψήφιοι πρέπει να διαθέτουν:

Απαιτητή γνώση της αγγλικής. Η ευχέρεια επικοινωνίας σε τουλάχιστον μία ακόμη από τις γλώσσες εργασίας της Ευρωπαϊκής Ενωσης θα ληφθεί υπόψη.

ΠΡΟΣΦΕΡΟΝΤΑΙ:

- Δυναμικό περιβάλλον εργασίας σε μία Τράπεζα που λειτουργεί ως Market Maker επί όλων των δραχμικών προϊόντων στην ελληνική και διεθνή αγορά
- Αριστη τεχνολογική υποδομή
- Ανταγωνιστικές αποδοχές και ευρύ πλαίσιο κοινωνικών παροχών

Παρακαλούμε στείλετε βιογραφικό σημείωμα, με φωτογραφία, και συνοδευτική επιστολή στην οποία να αναφέρετε τον κωδικό θέσεως, μέχρι 28/02/97.



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Personnel & Management Consulting International Ltd.

JAPANESE EQUITY DERIVATIVE SALES City-Based

Our Client, one of the most prestigious investment banks in London, is seeking TWO SALES PROFESSIONALS to market Japanese Equity Warrants/Convertible Bonds/Equities.

- Candidates for the first position will have an active institutional client base and a minimum of three years' experience.
- Candidates for the second position will have a varied client base and a minimum of two years' experience.

Successful candidates will be expected to work within an expanding team framework and be able to contribute to the continued development of the company's Japanese equity related business. A competitive compensation package commensurate with your skills and experience will be available to suitable applicants.

Please forward your written application including current CV, quoting ref: PDM010, to:

PMC INTERNATIONAL LTD.
Franklyn House, 38/40 Bell Street, Reigate, Surrey RH2 7BA
Tel: +44 1737 222611 Fax: +44 1737 222136

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The key figures behind a radical vision of financial and cost management.

45%

According to the World Bank, the OECD countries' share of world economic output will have dropped to 45% by the year 2020.

Financial Re-engineering Specialists

By the year 2020, the business world will be a very different place. For the first time since the industrial revolution, the OECD countries will account for less than half of the world's economic output. Huge population growth in Asia will open up new markets, while stasis in Europe and North America will force companies to rationalise their activities to achieve economies of scale and to protect margins. Improved communications and distribution channels are already bringing down barriers to trade. At the same time, increasingly sophisticated customers are forcing companies to work harder for brand loyalty.

Financial management processes and practices will need to change radically if companies are to survive. Commentators predict that over half of the companies in today's Fortune 500 will disappear from the list within two decades. It's not just a question of becoming more efficient, faster or even smarter. Multinational corporations need to change the way they do business, with financial management changing from a book-keeping model to pro-active decision support, based on strategic business advocacy. Success will demand courage and vision, and one firm is leading the way.

Working closely with the CEOs and CFOs of multinational corporations, Price Waterhouse is offering the new skills, structures and technologies that will transform the way big businesses approach their markets.

We work with household names in a range of sectors, including energy, transport, high technology, financial services,

and entertainment, media and communications. The secret of our success lies in a combination of leading-edge expertise and a client friendly stance. Business leaders relish working with us because we do not seek to impose a blinkered methodology. Although we are dealing with some of the most sophisticated business concepts, our contribution is pragmatic and the benefits we deliver are tangible. Our new thinking is proving very popular - and we are growing at a phenomenal rate. In fact our 1500-strong global Financial and Cost Management practice is aiming to double in size during the next three years. That's why we are now looking for more high-calibre finance specialists to join the European team.

We are looking for highly accomplished professionals who understand - and are excited by - the major financial management issues facing large companies.

You must be finance-trained (almost certainly a qualified accountant) with an impressive track record of process

development and re-engineering activity within large enterprises. Specific experience should include benchmarking, process analysis, transaction accounting or shared services/outsourcing.

We guarantee a quality and diversity of experience that will give you job satisfaction and continuing personal growth. Our substantial investment in training and development will keep your knowledge and expertise at the cutting edge of management thinking; there is excellent scope for promotion into management and senior operating roles. Salaries will be in the range £40,000 - £70,000 and will be supported by our innovative, flexible benefits package.

Please write with a detailed CV, quoting reference 76148, to our retained consultant David Brownlow, Huntswood Associates, Castle Hill House, Castle Hill, Windsor, Berkshire SL4 1PD. Telephone: 01753 855200 or out of office hours 01628 777256. brownlow@huntswood.co.uk

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£ Six figure package Internet Service Provider London

European Finance Director

An outstanding opportunity for a commercially orientated finance professional to establish the European headquarters of a fast-expanding international company. Listed on NASDAQ, Excite Inc. has quickly become a leading search and navigation service on the Internet. It is widely regarded as one of the most comprehensive and accurate search companies on the Web and providing both expansive reach and targeted audiences for advertising clients.

THE ROLE

- Responsible to the Managing Director - International for establishing the finance functions and disciplines, also accountable for other administrative duties, including human resources and facilities management.
- Manage a team of functional reports providing effective forecasting, budgeting, management control and reporting, including US GAAP, local tax and treasury.
- Key member of executive team advising on financial structures for expansion opportunities and managing external financial and legal expertise.

THE QUALIFICATIONS

- Qualified accountant, likely to be over 30, with excellent financial skills, gained in a technology, publishing, software, broadcast or interactive media business. US reporting and pan-European experience a distinct advantage.
- Experience of contributing to detailed contractual negotiations and of forecasting, budgeting and investment appraisals.
- Highly commercial, entrepreneurial and results orientated. Used to small teams, multiple tasks and a fast pace environment. Familiar with the Internet and on-line interactive services.

Leeds 0113 230 7774
London 0171 298 3333
Manchester 0161 499 1700

Selector Europe
Spencer Stuart

Please reply with full details to:
Selector Europe, Ref. F1080227,
Gloucester House, Rotherham Road,
Loughborough Park, Leeds LS16 6QZ

c. £100,000 + significant bonus & benefits International Information Group London

Finance Director

Profitable and focused market leader in specialist professional publishing with a turnover in excess of £100 million; operations in numerous international markets and a robust growth strategy backed by a £5 billion parent. Stretching challenge to support the Divisional CEO and Group Finance by providing the financial management infrastructure to deliver organic and acquisitive growth in a highly competitive market-place.

THE ROLE

- Championing best practice in all aspects of financial management and reporting, taking broad responsibility to enhance operational efficiency.
- Reporting to the CEO, guiding and developing the subsidiary finance teams to ensure a prompt and accurate budgetary and financial reporting process whilst constantly re-evaluating appropriate key performance indicators.
- Evaluating and delivering acquisitions and joint ventures, whilst supporting the CEO in all aspects of strategy formulation and implementation.

THE QUALIFICATIONS

- Graduate Accountant, aged late 30s+, with operating company board experience within a global Group and financial reporting and corporate development expertise, particularly joint ventures.
- Mature and confident leader with first-class interpersonal skills, confident and effective in dynamic international business cultures.
- Adept agent of change, able to add real value to a senior management team and deliver high quality input on a consistent basis.

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Excellent Package

Coca-Cola needs no introduction: the most powerful global brand, its products bought by more than half the world's population, constantly delivering outstanding value for its shareholders. Strengthening its position in the German market, Coca-Cola has recently consolidated its bottling operations in the region. With ambitious plans for growth and the intention to go public in the next few years, the newly-created venture offers diverse opportunities for ambitious young finance professionals able to make a real impact and build an international career with Coca-Cola.

There are a range of highly commercial opportunities spanning analytical roles, budgeting, investment and audit positions with broad exposure to business operations. Responsibilities could involve:

- field service support for the sales force in a fast-moving competitive market
- pricing and rebate issues at the heart of business profitability
- strategic decisions optimising use of the investment budget
- systems reviews, looking at controls and business processes
- driving change and process optimisation

Candidates could have a range of financial expertise, but in all cases an MBA or recognised finance qualification and at least two years' relevant experience - either in an international business, major consulting firm or Big 6 accountancy practice - is essential. Fluency in German and English is important: experience of US and German GAAP will be useful for some roles. In order to succeed in Coca-Cola's dynamic environment, candidates should be good team players with excellent analytical skills, initiative and drive, able to handle a varied workload in a fast-changing environment.

These are exceptional positions offering exceptional rewards. In a company whose strength is based on strong financial management, these are all high-profile roles reporting at senior levels in the business, providing opportunities for rapid international career development anywhere in Coca-Cola.

To apply, please post or fax a full CV including salary details and quoting ref. 189 to Alderwick Consulting at the address below. For more information telephone (+44) 171 242 9191 (weekdays) or (+44) 1206 262474, (+44) 171 231 8272 (evenings and weekends). Any CV sent direct to Coca-Cola will be forwarded to Alderwick Consulting.

Coca-Cola Erfrischungsgetränke GmbH

ALDERWICK CONSULTING

SEARCH & SELECTION
95 FETTER LANE, LONDON EC4A 3EP
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Finance Director



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Bosroc Expandite Limited is a business within the Chemicals Division of Burmah Castrol plc - a FTSE 100 company - and supplies a range of admixtures, sealants, waterproofing and repair materials for the UK's building and construction industries.

Against the background of a mature and highly competitive market, the company has embarked upon a wide-ranging programme to improve financial and operational performance; a forward thinking and strategic finance professional is sought to complete a strong management team committed to continuous improvement.

We will expect you to bring fresh ideas to the development of management reporting and the monitoring and improvement of financial performance; we will also expect you to contribute to the development + implementation of company strategy.

Having operated successfully at Finance Director/Controller level in a modern manufacturing environment, you will be skilled in the financial aspects of supply chain management, in improving business performance and in the disciplines of plc financial reporting.

In return, you can expect very attractive rewards and outstanding potential.

Please write with full career history and details of current salary to our Consultant, Noel Alexander, at Austin Knight UK Limited, Tricom House, 51-53 Hagley Road, Edgbaston, Birmingham B15 8TP, quoting ref. LR 928. Fax 0121 456 1510.



BURMAH CASTROL

مكتبة

FINANCE DIRECTOR

Exceptional Opportunity to join a Winning Team

North West



c £70,000 + Car
+ Benefits

Riverside Housing Association has embraced radical change and innovation in order to pursue its vision to be "The first choice housing partner for Urban Regeneration". Established in 1928, it has a turnover of £50 million and manages around 20,000 properties providing homes for over 50,000 people. Riverside has identified significant opportunities for future growth, incorporating partnerships and mergers. In order to achieve these aims, they seek to strengthen the management team through the appointment of a high calibre Finance Director.

THE POSITION

- Report to the Chief Executive and assume full responsibility for financial management and control.
- Drive the Business and Strategic Planning process, developing models to facilitate effective capital appraisal and optimise the allocation of resources.
- Play a lead role in the raising of private finance through presentations and forming relationships with major institutions.
- Develop and maintain a high profile within the Housing Association movement.

QUALIFICATIONS

- Qualified Accountant with strong technical ability and a proven track record in senior financial management positions in a commercial/private sector environment.
- An innovative and conceptual thinker who can translate broad concepts into practical implications and uses financial information to create pictures.
- Exceptional leadership, motivational and interpersonal skills with high levels of personal energy and drive to contribute within a culture that is ambitious, progressive, team orientated and empowering.

Interested candidates should write, enclosing full career and current salary details to the advising consultant, Stephen Banks, at Questor International Limited, 3 Burlington Gardens, London W1X 1LE, quoting reference 2145. Tel 0171 292 8300. Fax 0171 287 5457. E-mail: Stephen@questorint.com



A Michael Page Group PLC Company

Audit Manager – Europe

A unique career opportunity for a fast track finance professional heading for international financial or general management

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international
selection

Brussels

c.£50k Package

Our client, a major multinational manufacturing group (T/O in excess of £8bn) with extensive operations in Europe, is seeking to appoint a European Audit Manager, based in Brussels, heading a small team.

The management philosophy is one of decentralised accountability to the operating units within an environment of strong financial control. The Audit function plays a key role in analysing problem areas and more importantly in pro-actively recommending improvements.

The role will involve significant travel within Europe – particularly Germany and France – and fluency in English, German and French is essential.

Candidates, most likely under 40 years of age, will be graduates and ACA qualified. Professionally trained in a demanding environment, probably by one of the 'Big 6', they will have 3/5 years' experience of finance or audit of manufacturing operations. Exceptional presentational skills – written and verbal – are essential.

Career opportunities in Europe are excellent – with the possibility of moving into senior operational finance and line management appointments.

An excellent package will include fully expensed car and other benefits.

Please reply in writing including your curriculum vitae, in English to:

Graham Hay
nmc&kay international selection
7 Old Park Lane
London W1Y 3LY
England

Please quote reference 30/002/H.

E-mail: ga.mss@tynet.co.uk

Group Finance Director

Branded Consumer Products

c.£60,000 + Bonus

West Midlands

Challenging, key role influencing the development of this well-regarded organisation about to enter exciting growth phase. Exceptional opportunities for personal and corporate development.

THE COMPANY

- Well-established, marketing-led manufacturer. Excellent brand name with powerful heritage. Impressive customer portfolio.
- Privately-owned, profitable, ambitious. T/O £21 million. Keen to diversify. Sells to UK and export markets and through wholly-owned US subsidiary.
- Impressive Board and senior management team. Committed to investment and training.

THE POSITION

- Key Board member. Responsible for quality, content and timely production of financial and management information.
- Maintain rigorous cash management and control. Advise on financial impact of decisions. Ensure integrity of budgets and forecasts.

- Input into all strategic business issues. Play key role in acquisition due diligence.

QUALIFICATIONS

- Qualified accountant with top-level financial control experience gained in dynamic manufacturing environment. Exposure to working with non-executive directors.
- Able to contribute across all functional areas. Ideally, acquisitions experience. Strong on budgeting, forecasting, analysis and commentary.
- Strategic thinker with exceptional drive, tenacity and communication skills, supported by rigorous financial discipline. Stature, credibility and confidence. Ongoing nature.

Please send full cv, stating salary, ref B170112, to NBS, Berwick House, 35 Livery Street, Birmingham B3 2PB



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Aberdeen • Birmingham • Bristol • City
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International Controller

c. £75,000

UK Based

Our client is an international organisation operating in the fast moving consumer goods arena. In six years it has established a global infrastructure of manufacturing, distribution, sales and licensing with present turnover running at \$40m.

The company plans a public offering in the US within 24 months and as part of the process of building the support structures for its rapid growth it is seeking an outstanding International Controller who will work closely with the Chief Financial Officer and who's responsibilities will include:

- Ensuring sound accounting policies and practices are laid down and used for the generation of accurate and timely financial statements and management accounts for respective operating units.
- Treasury management, tax and financial planning at group level including currency risk management.
- Preparation of the Group's budget and strategic plan with emphasis on group balance sheet and cash flow forecasting.
- Group corporate statutory secretarial functions.

- Implementation of IT strategy to meet user requirements in all areas of the business.

Candidates will be qualified ACA's with a minimum of 7 years' PQE gained ideally in a decentralised international environment. They will necessarily display all of the technical, accounting and financing skills as well as a highly proactive commercial approach, integrity and the ability to make a significant contribution, at a strategic level, to the performance and profitability of the company. They will be ready to travel widely and should demonstrate the interpersonal skills to communicate easily and authoritatively in disparate environments.

If you believe you have the necessary attributes and skills for this uniquely challenging position, then please send an up-to-date curriculum vitae, including your current salary details, to the advising consultants at Harvey Nash Plc, 13 Bruton Street, London W1X 7AH, England. (Tel: +44 (0) 171 333 0033. Fax: +44 (0) 171 333 0032.) Please quote reference number HNF172FT. You may also apply via http://taps.com/Harvey_Nash

HARVEY NASH PLC



Assistant Financial Controller – Europe

London, W1

£38-45,000 + Car + Bens

Our client is an international market leader with subsidiaries throughout the world and a European operation with a revenue of \$1 billion.

Having completed a period of rationalisation, they are poised to embark on an impressive phase of expansion through acquisition.

They need to strengthen their European finance function by recruiting a high calibre Deputy reporting to the European Financial Controller.

The individual will be a key member of the executive team which is responsible for the operating performance and development of Europe. He/she will play a vital role in providing financial and risk management advice to the country Financial Controllers including financial, accounting and investment decision making support.

He/she will also perform a pivotal role in

ensuring the success of a number of ad-hoc projects ranging from Treasury management through to the successful implementation of a pan-European accounting system. This will require some European travel.

You will be an ACA 'Big 6' trained (aged ideally between 27-33) with a number of years post qualified experience gained within an international 'blue-chip' environment. You will have drive, enthusiasm for change, commercial flair and a highly motivated approach.

With this superb opportunity, the company also offers an unrivalled international career path for the future. If you feel ready to meet this challenge, then forward a curriculum vitae to our retained consultant:

Lawrence Pengelly at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH. Fax 0171 242 3578.



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CERTIFIED PUBLIC ACCOUNTANTS

GRCW is a growing firm of CPAs with approximately 150 professional and support staff and affiliated offices regionally and internationally.

We invite applicants for the following position:

SENIOR MANAGER

We anticipate the successful candidate will be a Chartered or Certified Accountant with having had in the region of 8 years audit experience, preferably with larger firms. Good communication skills and computer literacy required. Ability to speak Chinese will be an advantage but is not essential.

Attractive salary with fringe benefits will be offered to the right candidate. (Circa GBP50,000)

Please write with CV and full personal details to:

The Personnel Manager
8/F Yu Yuet Lai Building
43 Wyndham Street
Central Hong Kong

- This is a key position in the European office of a fast growing major international trading company, working with their European branch offices.
- Reporting to the Financial and Administration Director and supported by a small team, you will be responsible for Accounting, Taxation, Finance, Foreign Exchange and aspects of Sales Administration.
- You will have a proven record of achievement in your career to date which will include foreign trade and managed currency accounting preferably in a trading company.
- Probably aged 30-40, you will be a commercially minded qualified accountant, analytical and computer literate with strong communication skills, a working knowledge of forex management and cash flow requirement forecasting as well as having previous audit experience.
- A hands-on flexible but responsible approach with an eye for detail will suit the client company culture and the position provides opportunities for further career enhancement during an exciting period of development.

Please forward in absolute confidence full career and salary details to:

Jim Ranger, 2 Stratford Place, London W1N 9AE
Fax: 01438 861175.

Finance
Controller
INTERNATIONAL TRADING

London West End

c.£40,000
plus benefits

European Audit Manager

– Vice President –
Risk based business review

Frankfurt

circa DM 250,000

Our client is a premier global integrated securities house with an excellent reputation in sales and trading, capital markets and investment banking. As part of a new strategy for the European audit function, a high calibre, experienced individual is now required to manage the delivery of an audit and controls advisory service in Frankfurt and continental Europe.

Based in Frankfurt and reporting directly to the Director of European Audit, the individual will be performing an important role as part of the European Audit Management team. They will be working to assess the risks facing the firm's sales, trading, accounting and operational functions as well as reviewing, evaluating and advising on the need for effective internal control.

This is a key appointment requiring strong organisational skills, an inquisitive and tenacious attitude, and a positive, proactive approach to the identification and resolution of business issues.

Candidates should have substantial experience (at least eight years) in either line management or audit within

the securities/financial services industry, or within an accounting firm having specialised in financial services. It is likely that they will be qualified accountants or possess a business or risk management qualification.

The ideal candidate will have a good knowledge of investment banking products and an understanding of technology based control issues and German and US GAAP. Strong communication and relationship building skills are a prerequisite as is the ability to manage a small team. It is essential that the candidate is fluent in both English and German.

Interested candidates should forward their curriculum vitae to Sarah Hunt at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH, telephone +44 1 71 269 2339, fax +44 1 71 405 9649.

Alternatively, they may forward their curriculum vitae to Harold Heil at Michael Page Deutschland, Mainzer Landstrasse 39, 60329 Frankfurt, telephone +49 69 2426 180, fax +49 69 2426 1818.



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Please forward your CV to Benjamin Drake, Douglas Llamblas Associates PLC, 10 Bedford Street, London WC2E 9HE. Telephone 0171 420 8000, Fax 0171 379 4820, E-mail: info@llambias.co.uk Web site: http://www.llambias.co.uk

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Please send your curriculum vitae, including remuneration, to Carrie Andrews, Ernst & Young Management Resourcing, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 3NH, quoting reference CA0096.

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The Candidate

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- A good knowledge of debt markets and derivative instruments.
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We would welcome applications from exceptional ACAs with less experience for non managerial positions within the group.

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The profile

You will be a qualified accountant with at least 6 years' experience within the finance area of a large company and have experience of controlling a sizeable accounts team. Naturally we expect you to be IT literate with

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Central London

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Project Co-ordination Unit
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The Company

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For a confidential discussion please contact Edward Hunter Blair, Telephone: 0171 236 2400, Fax: 0171 236 0316 or apply in writing to: Sheffield-Haworth Limited, Prince Rupert House, 64 Queen Street, London EC4R 1AD.

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If you are interested in this position please apply in writing with your CV, quoting your current salary package, to: Personnel Department, Demon Internet Ltd., Gateway House, 222 Regent's Park Road, Finsbury, N3 2DU.

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السيد احمد

Death of soldier brings Irish Republic's politicians together in condemning Sinn Féin

Clinton condemns 'cowardly' shooting

By John Murray Brown
in Dublin

The killing of a British soldier in Northern Ireland on Wednesday was a "cowardly crime," President Bill Clinton said in a statement issued by the White House last night. "All those who care about the future of Northern Ireland must join in condemning this crime," he added, extending sympathy to the soldier's family and "the British government and people."

Earlier, the government and opposition parties in the Republic of Ireland joined in condemning Sinn Féin, the political wing of the Irish Republican Army. Leading figures united in the Dail, the lower house of the country's parliament, in condemning the incident.

Mr John Bruton, the prime

minister, said the shooting was "an expression of something we wish to eradicate from our society - the use of violence to achieve political ends."

Bertie Ahern, the leader of Fianna Fail, the largest opposition party, said the killing had "further endangered peace on this island." It was long past the time for Sinn Féin to show political leadership and "declare whether they are seriously interested in a peaceful settlement, and are ever going to play a useful part in the talks that are ongoing."

Lance Bombardier Stephen Restorick, aged 23, of the 3rd Regiment, Royal Horse Artillery, was shot two days before the arrival in Northern Ireland of a high level US congressional delegation. Nobody has admitted responsibility for the killing, but it is assumed by security forces to have been carried out by the IRA.

Lance Bombardier Restorick's parents, who live in England, appealed yesterday to anti-republican "loyalists" in Northern Ireland not to unleash sectarian violence in retaliation for their son's death. "We would urge the loyalists not to retaliate," said Mr John Restorick, his father. "We wouldn't want any family to go through what we're going through at the moment."

The US delegation to Northern Ireland is being led by Mr Ben Gilman, chairman of the International Affairs Committee of the House of Representatives. He is expected to meet Sir Patrick Mayhew, chief minister for Northern Ireland in the British government, as



A British soldier on patrol yesterday near the Northern Ireland checkpoint at which a soldier died on Wednesday from a single shot in the back fired by a sniper

well as leaders of the main parties in the region. In a flurry of diplomatic activity, Mrs Madeleine Albright, the US secretary of state, is to visit London on Tuesday. UK officials say she had originally requested

a meeting with Sir Patrick which had to be cancelled because of "scheduling difficulties." Speaking on BBC radio yesterday, Sir Patrick denied suggestions this was a deliberate snub from the US. However, it comes amid

renewed speculation about the future of Northern Ireland policy amid reports that President Clinton is poised to recall Mrs Jean Kennedy Smith, the US ambassador in the Republic of Ireland.

UK NEWS DIGEST

HK to extend visa regulation

Rules allowing British citizens to work in Hong Kong without visas are to be dropped in April, the territory's government announced yesterday. Britons will then be covered by the same rules as other foreign nationals. Ms Regina Ip, director of immigration, said the reforms were being announced now to clarify procedures ahead of July's return of the territory, still a British colony, to Chinese sovereignty. She said British citizens and their employers had sought early resolution of the issue. Ms Margaret Ng, legal representative in the territory's legislature, accused the government of rushing the arrangements through. "It is a matter of changing people's rights," she said. "You should give the Legislative Council the full required time to deliberate the policies."

The British Chamber of Commerce described the planned changes as broadly fair. British citizens who have lived in Hong Kong for more than seven years will be given the right to unconditional stay, while those now in the territory under a set limit need not apply for visas until the limit expires.

John Riddling, Hong Kong

THE ECONOMY

Inflation measure stable at 3.1%

The government's measure of underlying inflation - which excludes home loan interest payments - was 3.1 per cent last month, unchanged from December, the Office for National Statistics said yesterday. The government's long-term target is 2.5 per cent.

Rising house, food and motorist costs outweighed record falls in clothing and household goods prices. The headline rate of inflation, which includes interest payments on loans for buying homes, rose to 2.6 per cent in January, its highest level for a year. The figures came only a day after the Bank of England, the UK central bank, warned that a modest rise in interest rates was needed if the government was to meet its inflation target. The ONS said the latest data showed the effects of aggressive discounting between shops. The price of clothing and footwear fell by 5.8 per cent between December and January, the biggest drop since records began in 1947. Household goods prices such as furnishings and electrical appliances fell 3.6 per cent in January, the largest decline since 1968.

Richard Adams, London

TOURISM SURVEY

Wales wins more visitors

A quarter of visitors staying in Wales during last year's peak summer season were from outside the UK, according to a survey for the Wales Tourist Board. Although Wales lags far behind Scotland in attracting tourists, the board believes that government figures have underestimated the number who visit the region. The WTBS survey estimates that there were 700,000 visitors from outside the UK during July and August, who spent £175m (£205.25m).

The US and Canada were the most important countries of origin, followed by Germany, Australia, New Zealand and the Netherlands. The Office for National Statistics calculates that there were 736,000 tourists from outside the UK to Wales in the whole of 1995 - the most recent year for which figures are available - and that they spent £203m. Since 1992, when the WTBS was given powers to market Wales outside the UK, spending by non-UK holidaymakers in Wales is believed to have grown by 52 per cent.

Roland Adhingham, Cardiff

CAPTIVE INSURANCE

S African companies join register

Among 40 organisations to establish captive insurance companies in Guernsey - one of the channel islands between Britain and France - during 1996 were four with parent companies in South Africa. The island has specialised in this area for some years and continues to attract new business from around the globe.

The Post Office, British Energy, the National Express Group and the Britannia Building Society were among the UK organisations to register. With 12 companies surrendering their licences during 1996, the net increase was 28, bringing the total number of offshore insurance registrations to 335 (324 captive and 11 offshore life). Mr Steve Butterworth, the island's superintendent of insurance, stressed that the surrenders were mainly due to mergers and acquisitions of the captive parents and that none was closed down because of financial difficulties.

Philip Jeune, Jersey

LONDON UNDERGROUND RAILWAY

Board agrees spending cuts

Spending cuts in the state-owned London Underground railway are believed to have been agreed by its board yesterday in the wake of a three-year government funding cut of £700m (£1.1bn).

Last month the board proposed delaying a number of schemes, including a £100m refurbishment of District Line trains and the £100m upgrading of the Northern Line. The cuts will be outlined by London Underground chiefs next week at a meeting of the House of Commons transport committee.

A government announcement on privatisation of the network is expected before the general election to be held in the next three months.

George Parker, Westminster

INTERNET CENSORSHIP

Pornography study launched

The European Parliament has awarded Smith System Engineering a contract to investigate the technical feasibility of jamming or censoring pornography and racism on the Internet and other systems.

Working with legal and social policy experts, the engineering consultants will produce a study which will be used as a briefing document for members of the parliament (MEPs) and is expected to be used as the basis of future policy.

Concerns about abuse of the Internet, particularly by paedophiles, have been growing. A recent study based on one sample of Internet traffic using a European search facility showed that 47% of queries logged by the indexing system were related to pornographic material.

Paul Taylor, London

Opposition to ease takeover reform

By Robert Rice,
and Stefan Wagstyl

The opposition Labour party is poised to abandon one of its most controversial proposals for competition policy reform amid concerns it might lose votes from the business community.

The proposal to make companies prove that planned takeovers are in the public interest is set to be dropped after a review ordered by Mr Tony Blair, the party leader.

The review team of Lord Borrie, former director-general of the Office of Fair Trading; Mr Bryan Sanderson, managing director of BP Chemicals; and Mr John Vickers, professor of political economy at Oxford Uni-

versity, is expected to deliver its verdict by the end of the month.

Lord Borrie, however, has made clear he is opposed to the reform. Mrs Margaret Beckett, shadow trade and industry secretary, has expressed doubts. Mrs Beckett said there were arguments for making companies show that mergers were in the public interest but it might prove difficult in practice.

The idea was opposed by the Commission on Public Policy and British Business, the group of business people set up by the left-leaning Institute of Public Policy Research to review UK economic policy. Lord Borrie argued that changing the

merger test would result in an increase in the workload of the Monopolies and Mergers Commission and lead to delays in merger clearance.

It would result in the MMC being asked to weigh up who was likely to be the best set of managers of a company, which was not its role, he said. Labour has hinted that as a compromise it might stick to changing the test for hostile bids, but Lord Borrie said he could see no point in that.

"There is no logic in saying the public interest is more or less adversely affected when you have a hostile bid. You can get together to gouge the public just as well as doing it on your own."

The review team is expected to kill ideas of merging the MMC and the Office of Fair Trading. Labour had been in favour of creating a super competition regulator but appeared to change its mind in recent months.

Lord Borrie said the distinct roles of the MMC and OFT were worth preserving. The aim should be "maximise practical co-operation [between the two] so that business is not mucked around."

Labour's windfall tax would apply to all privatised utilities whose business is licensed and regulated by statute.

This means that British Telecommunications, the British Airports Authority,

Associated British Ports, Railtrack and British Gas would all be liable, but British Airways will be excluded, in spite of widespread speculation that it would pay the tax.

The disclosure will come as a shock to many of the UK's biggest companies, which have been assuming that the levy would be focused primarily on electricity and water businesses.

Ms Clare Spottiswoode, the gas industry regulator, says she does not believe that a windfall profits tax should apply to British Gas if her price controls affecting the business are adopted.

Editorial Comment, Page 11
Lex, Page 18

Landmine ban pledge by Labour party

By John Kampfer,
Chief Political
Correspondent

A unilateral ban on landmines and an annual report on UK strategic exports were promised by the Labour party yesterday as it vowed tougher controls on arms sales if it forms the next government.

Marking the first anniversary of Sir Richard Scott's report on the arms-to-Iraq affair, Mr Robin Cook, the party's shadow foreign secretary, set out an eight-point plan to a repeat of the affair in which Britain broke United Nations weapons sales guidelines.

"Britain is a leading arms exporter," Mr Cook said. "We have a right to maintain our competitive edge in this market, but we must also accept our responsibility to ensure that the arms trade is properly regulated."

Labour's programme includes:

- A ban on all forms of anti-personnel land mines and an immediate moratorium on their use.
- Stricter monitoring of end-user certificates to prevent arms reaching third countries by stealth.
- Measures to prevent UK companies from manufacturing, selling or procuring equipment such as electric shock batons used primarily for torture, as well as work towards a global ban.
- Work towards introduction of a European code of conduct setting higher standards for all EU member states.
- An annual register of arms sales setting out the state of controls and their application. It will list the total value of defence exports to each country, giving details of licences granted and refused. House of Commons committees on defence, trade and industry and foreign affairs will examine the report. Efforts would be made to establish a similar register for the European Union.

Sir Richard concluded last February that ministers and officials had misled parliament over arms exports and that controls of weapons sales in the 1980s had been inadequate. No minister resigned after the report was debated in parliament.

The Foreign Office said yesterday that the Labour proposals were similar to existing guidelines. It also made clear the government was working for an international ban on landmines and had begun the destruction of up to half its stockpile.

US deal on state agency is attacked

By David Wighton,
Political Correspondent

The government yesterday sparked fierce criticism by announcing the sale of its banking arm to EDS, the US-owned company that has already taken over large parts of the government's computer operations.

Labour, the main opposition party, accused the government of rushing through the privatisation of the Paymaster agency to complete the disposal before the general election.

Mr Derek Foster, a senior Labour MP who holds the title of shadow chancellor of the Duchy of Lancaster, said: "This sale has been rushed through by a desperate, last-ditch government concerned only with raising a quick buck."

Labour pointed out that the government had not followed the usual procedure of announcing a preferred bidder but had gone straight to signing a conditional sale for £22.7m (£37.3m).

Labour also expressed concern about the choice of purchaser. "It is highly disturbing to learn that the government's vital banking arm has been sold to a firm with no banking experience whatsoever," said Mr Foster.

The agency, formerly called the Paymaster General's Office, consists of a pensions arm, and a banking operation which handles £800bn of government transactions.

To buy the agency, EDS is forming a joint venture with Hogg Robinson, a leading pensions administration and systems supplier.

Minister intervenes in tax dispute

By James Blitz
and Jim Kelly

Mr Kenneth Clarke, the chief finance minister, yesterday announced he would review plans to strengthen the powers of Customs and Excise to collect unpaid tax following protests from the British Bankers' Association.

"Where concerns are being expressed on this issue, we will consider the matter very carefully," he said in the House of Commons. Mr Clarke said he had

been alerted to the BBA's concerns over the new powers, which are contained in the finance bill, by an article in the Financial Times this week.

Mr John Thirlwell, assistant director of the BBA, said later that the government had offered "substantial concessions" over the new powers. "We are delighted," he said.

The additional powers would have allowed Customs to recover unpaid tax by taking action against anyone owing money to a

defaulting taxpayer. The BBA was concerned that the rules would be used to demand payments from banks.

In particular, bankers fear Customs could target accounts in credit, leaving the bank with those in debt. It was also concerned that it gave Customs new powers without any recourse to the courts.

But Mr Thirlwell said that among concessions offered was an undertaking the powers would not be used to target credit accounts. It would not touch money in

dispute, secured debts, or trust funds, and that there would be some form of "judicial involvement".

Both the Treasury and Customs yesterday also emphasised that the proposed rules would only be used in restricted circumstances and could help save companies from insolvency.

The Treasury has also defended the measure, saying it would extend an existing principle of Scottish law. However the Scottish procedure does require the approval of the courts.

New route from terminal to Channel tunnel would avoid London

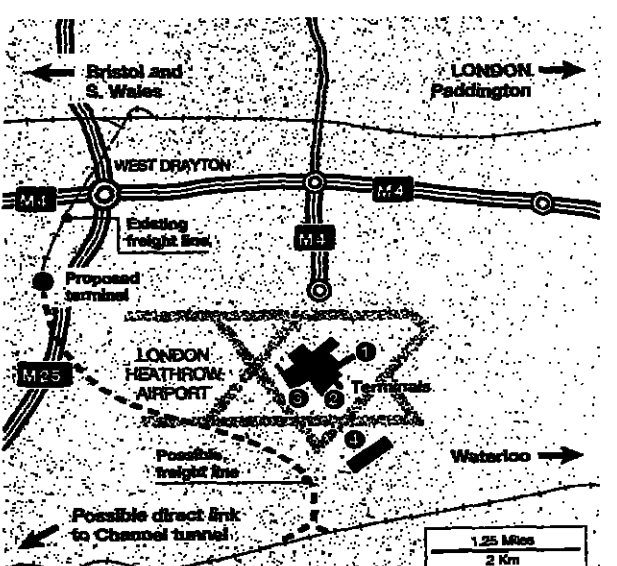
Heathrow railhead planned

By Charles Batchelor,
Transport Correspondent

Plans for a rail freight terminal of up to 100ha near London's Heathrow Airport are being prepared by a consortium of freight operators and distribution companies. The terminal would be near the junction of the M4 motorway to Wales and the M25 London orbital motorway.

The project, which would require an investment of about £100m (£163m), would relieve a threatened shortage of terminal space in south-east England and could provide a direct link between air freight landing at Heathrow and European rail networks.

The terminal would have a direct link to the main line between London, Bristol and south Wales. There are plans for a connection to the south which would let freight from Wales and the English Midlands by-pass London before joining the Channel tunnel route to France.



The scheme is backed by a consortium called Focal - Freight Operators' Commercial Access Link - which hopes to apply for planning permission in May.

The consortium's members are understood to include

ICF Kaiser, a US engineering company, a large rail equipment manufacturer, a property developer and a cargo handling and distribution group.

English Welsh & Scottish Railway, the US-owned

freight operator, said: "This plan fits in with our desire to have a terminal in a strategic position to the west of London." EWS is also keen to find a rail terminal close to the M25 to the east of London, near Thurrock.

There are small existing rail terminals in the London area but these are on cramped sites with no room for the storage and manufacturing activities required to make them commercially viable.

The area proposed for the Heathrow terminal is mainly former industrial land at Cobbrook to the west of the airport. It is on a small freight line which provides an eastward connection with the main London-Bristol line. A connection to the west would be added.

If planning approvals are obtained, work on the site could begin next year and the first train could run in 1999. Mr Rod Hilditch, a consultant and main promoter of the scheme, said.

Investors reassured over downturns in junior market

Many companies' reports this year are below expectations, but fund managers remain sanguine about future of Aim

There may not seem much to connect recent profit warnings from a veterinary supplier, a CD-Rom producer, a software group and a television rights company.

However, all are listed on the Alternative Investment Market, and they have been joined by disappointing results from several other Aim companies. This has worried a number of investors.

Of the 35 Aim companies which have announced results since the start of the year, more than a third have come in below market expectations.

This has raised concerns that the poor figures could be the harbinger of worse to come as the main results season accelerates during the month.

The issue is made more sensitive because of Aim's brief history. The market was established in June 1995 to provide a low-cost exchange for young companies seeking to raise development capital.

This reporting season will highlight how many have fulfilled the promises contained in their prospectuses. Aim has less stringent entry requirements than the main market, and prospectus

statements are often seen as a key investment criterion.

"With many Aim companies there is very little else to go on, so inevitably these have been quite a few disappointed investors in recent weeks," said one Aim adviser. "But investors have to make up their own minds if they are willing to believe a prospectus story and pay the price asked."

However, some Aim investors have been little surprised by the warnings and disappointments because the market has an element of high risk.

Mr Bill Brown, a fund manager for

Ivory & Sims, which runs one of the biggest Aim investment trusts, says the results are simply a reflection of the market. "There is no doubt that these are disappointing results, and there are individual reasons for those. But generically, for companies at this stage of development capital growth, some will inevitably exceed and some disappoint."

Mr Andrew Buchanan, a fund manager at Rutherford Asset Management, agrees: "Both profit warnings and profit successes are part of the maturing of a market providing development

capital for growing companies." He notes that recent weeks have also contained impressive results from Fitness First, Majestic Wine, Whitbread and Surrey Free Inns.

Mr Brown says the results should provide lessons for all investors in Aim, particularly in studying a prospectus closely. Many investors are wealthy private individuals who also benefit from generous tax breaks and are willing to risk their investments in return for potentially high rewards. "The companies producing the best results are generally focused, and with

a straightforward story to tell."

Among those issuing profits warnings, Circle Communications, the television rights group, saw its shares drop 40 per cent last week after announcing that annual profits would be "significantly below market expectations". Shares in Multimedia nearly halved after warning that trading losses and the need for write-downs on investments made in new CD-Rom software titles were likely to lead to a pre-tax loss of up to £1m (£1.63m).

Christopher Price

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Corporate and Investment Banking

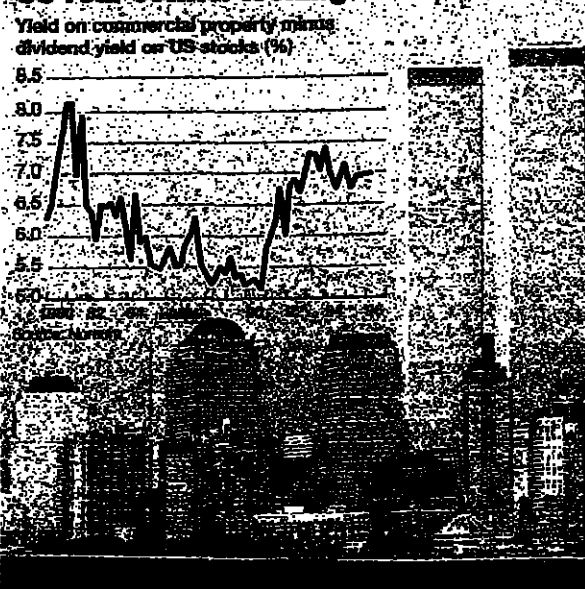
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THE PROPERTY MARKET

The popular Reits issue

Richard Waters explains the recent strength of US real estate investment trusts

US real estate: looking more attractive



Share prices soaring; a round of big takeovers; talk of US-based multinational corporations dominating a global industry. Surely this can't be the normally insular - and private - US commercial real estate industry?

A spate of acquisitions and the rise in share prices since late last year have confirmed the recent popularity of US real estate investment trusts (known as Reits). Depending on where you stand, this is either evidence that a new investment industry is being born - or simply a sign that the stock market's strong rise is rippling through other sectors.

The rise of the Reit is to some degree a manifestation of the strength of US mutual funds. In a year when billions of dollars were poured into equity mutual funds, those that invested in real estate companies showed an average total return of 51 per cent, compared with 19 per cent for the average US stock fund; only energy funds did better.

The yield gap between real estate and stocks provides one explanation for the sector's popularity (see chart). With the dividend yield on US shares now edging below 2 per cent, the 10 per cent yield on many types of commercial real estate looks all the more attractive.

The Reits have also been working hard to depict themselves as a separate asset class, arguing that their shares behave differently from the average publicly traded company in a stock market downturn. That contention has yet to be tested.

In the meantime, the biggest companies are using their stock market popularity to raise the money to buy more property.

Sheer size, bringing the promise of greater stock market liquidity, has helped. "One of the things that has held Reits back in the past has been not having a big enough float [of publicly held shares]," says Mr Tom Rizk, chairman of Call Realty, an acquisitive office Reit in the north-east.

That greater liquidity, along with the deluge of money flowing into mutual funds, translates into a lower cost of capital. No wonder the US public real estate industry of the mid-1990s is only modestly leveraged: tapping the stock mar-

ket has been the easiest and cheapest way to grow.

With commercial real estate changing hands at yields of 9-10 per cent, that has made spread investing (raising capital at one rate, then buying property that has a higher yield) an obvious play.

Also, with the stock market awarding sharply higher valuations to the companies that are expected to grow the fastest, it has been possible to shop for real estate on the cheap on Wall Street. Among deals by highly rated companies this year are: the \$1bn acquisition by Equity Residential of Wellsford, and

The industry is only modestly leveraged: tapping the stock market is the easiest way to grow

the \$440m purchase of Robert Martin by Call Realty.

The Martin acquisition was done at an implied yield of 10 per cent, says Mr Rizk, compared with Call's cost of funds of around 8 per cent. That arithmetic explains why Mr Rizk's company, which controlled \$280m of real estate when it went public two and a half years ago, now has a \$1.7bn portfolio - and why, along with a handful of other giants in the sector, it plans to keep growing.

Further evidence came this month from Travelers, an insurance company that was one of the big distress sellers of real estate in the early 1990s. Now part of a bigger financial services group, Travelers said it would transfer \$600m of office buildings into a new joint venture company, which would eventually assemble a portfolio that it expected to be worth billions. Wall Street now expects the venture to be taken public, though Travelers refused to comment on its plans.

Does all this mean that the

share prices of the most highly valued Reits have got ahead of themselves? The answer depends on which valuation measure you use, but there are warning signs.

In terms of dividend yield, the traditional measure for appraising the sector, public real estate companies now trade at a discount of about 0.5 percentage points to 10-year Treasury bonds, compared with a usual premium.

Supporters argue, though, that these are not just static portfolios of real estate. Rather, they are actual companies, with the ability to grow their earnings the same way that other companies do - by cutting costs, buying other companies, or marketing their buildings more effectively.

Earnings multiples may not be all they seem. The industry uses so-called "funds from operations" (FFO) as its measure of performance (this leaves out the large depreciation charges that would otherwise overwhelm the reported numbers). The industry's calculations of earnings also allow for some costs to be capitalised that normally would be taken as a charge in the profit and loss account.

The effect can be marked. Reits that invest in offices, for instance, are trading at 12.9 times their expected FFO for 1997, says Mr Jonathan Litt, an industry analyst at PaineWebber, the stockbrokers. When adjusted for capitalised costs, though, the multiple jumps to 15 times (the US stock market is on a multiple of about 15 times this year's earnings).

None of this even takes into account the relationship between share prices and net asset values. This is a seldom-watched measure on Wall Street - and maybe that is just as well, given the present level of share prices.

According to an analysis by Mr Litt, the average Reit was trading earlier this month at 137 per cent of net asset value. Office Reits, which have been the craze of the past year, are trading at 163 per cent of net asset value, while those holding industrial property are at 154 per cent.

To look past these hefty premiums requires confidence in the sector's ability to maintain solid earnings momentum. It also requires a belief that the mutual fund money will keep flowing.

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Orchestral discord in the US

Andrew Clark explains why there have been a rash of strikes this season

Wednesday's concert in Davies Hall, marking the end of the San Francisco Symphony Orchestra's 67-day strike, was understandably euphoric. Although the musicians gave some free concerts to boost morale during the strike, they had not come face-to-face with their music director, Michael Tilson Thomas, or their regular audiences since December 5. A total of 48 concerts had been cancelled. So their performance of Bach's *Magnificat* and Stravinsky's *Persephone* had a special resonance.

Behind the public display of reconciliation, management and players have no illusions about the damage caused by the stoppage. It not only marred Tilson Thomas's second season in San Francisco and disrupted the orchestra's recording programme; it also sullied its international reputation - the musicians publicised their grievances during last November's European tour - and will almost certainly have dented its subscriber base.

The current season has seen a rash of such disputes. The Philadelphia Orchestra's strike lasted nine weeks, and orchestras at Atlanta and Portland, Oregon,

also had prolonged stoppages. Managements across the country are now preparing for the next round of confrontation: most US orchestra contracts run for three years, which means roughly a third come up for renegotiation every March.

In the view of some commentators, the strikes are symptomatic of a crisis in classical music. The New York Times recently bemoaned "the loss of a golden age", and blamed the dismantling of public music education in the US, the increasing dominance of popular culture and the American urge to democratise the arts. "We have created an overabundance of orchestras and concerts," it said. "The world of art music [is] unable any longer to make a case for itself."

While this view has wide credibility, no one has produced hard evidence to support it. It is easy to forget that strikes have long been endemic in US orchestral life: the early 1980s were particularly tough. Recent years have seen a lull, so the latest wave

was bound to look bad. There was no obvious linkage between the disputes. The key issue in San Francisco was concert scheduling; in Philadelphia it was recording payments, in Atlanta job tenure and the size of the orchestra.

What the strikes prove is that managements are finally putting a lid on musicians' expectations of unbridled growth in pay and benefits - expectations that were fuelled by the boom years of the 1980s and early 1990s. Chastened by a harsher economic climate, which has seen a squeeze on all US arts organisations, orchestras are having their biggest shake-out in years. Managements are getting tough, holding back on budgets and working out a business solution to their problems. The clearest evidence for this is the reduction of deficits.

In the 1989-90 season, 28 American orchestras reported a loss, and the average balance of the top 60 was minus \$30,000 (£18,750). By the 1995-96 season, the number of orchestras report-

ing a net deficit had fallen to 25, and the average balance showed a surplus of \$250,000. Across the same period, the number of orchestras with deficits over \$500,000 fell by a third, and the average assets carried forward from season to season swung from minus \$630,000 to plus \$770,000.

These figures, compiled by the American Symphony Orchestra League (ASOL), suggest a sea-change in the way US orchestras are run. The 1980s were a time of spending and growing, unrelated to available resources. Many orchestras thought the boom would continue for ever, and their ballooning salary packages reflected this. The San Francisco Symphony, for example, enjoyed annual pay increases of up to 10 per cent; across the leading American orchestras, labour settlements were running at two-and-a-half times the rate of inflation. Managements found them-

selves committed to contracts they could not fund - and the deficits grew. San Francisco's now stands at \$3m.

"In the 1980s, many of us thought that if we had the resources to pay more, we should," says Peter Pastreich, executive director of the San Francisco Symphony, "because musicians were generally underpaid. Today there is not the same moral pressure for higher pay. By 1995-96, the average salary in this orchestra had reached \$95,000. Managers of the top orchestras are no longer afraid their musicians will run elsewhere to get more pay."

The reason for lower pay settlements is not falling box-office returns: the San Francisco Symphony gives 200 concerts a year and still manages a 90 per cent average capacity. The real squeeze has come from federal cutbacks, and their knock-on impact on corporate and private giving. The San Francisco Symphony's current grant from the National Endowment for the

Arts and the California State Arts Council is half what it was in 1992. In a \$34m budget, a drop of \$400,000 may be small, but it still represents a net loss which, with inflation, has to be made good.

"It's a tougher climate," says Melinda Whiting of ASOL. "Orchestras now find themselves competing against charities and social programmes for the philanthropic dollar. They know that if they continue certain spending habits, they may not survive the next 20 years. That's why they are putting a cap on spending and trying to increase capital endowments. The fact that the industry has woken up is good news."

The Atlanta Symphony finally settled for a modest 2 per cent increase, San Francisco for 3.6 per cent. The San Francisco musicians won improvements in healthcare and pensions; the management secured a long-sought-after increase in Sunday concerts and an extra tour week.

American orchestras are learning that the ultimate test of their viability lies not in the detail of a strike settlement, but in the value their communities place on them. In each of the recent disputes, orchestra boards - as the embodiment of those communities - were prepared to sit through a long strike to ensure the orchestra did not outstrip its resources.

So are American orchestras in terminal decline? Not exactly. Orchestras as disparate as the Cleveland, with a \$35m budget, and the Nashville Symphony, with a turnover of \$5m, are reporting a rise in donations and attendances. Most of the small-town orchestras which folded in the early 1990s have sprung back to life.

"The perception that classical music is facing a crisis of support is not entirely accurate," says Tom Morris, executive director of the Cleveland Orchestra. "There's no doubt that the environment for the performing arts is changing, and this produces feelings of unease. Our policy is to commit ourselves to what we do best - an enlightened and eclectic repertoire, performed to the highest standard. We see that as the road to success in an increasingly competitive market-place."



Kenneth Cranham, Melanie Hill and Mark Lewis Jones in Peter Gill's new play set in a housing estate, 'Cardiff East'

Theatre/David Murray

Fragmented Welsh lives

Peter Gill is a director with a distinguished track-record, but he is also a playwright of parts. Fourteen parts, indeed, in *Cardiff East*, his new play at the Cottesloe: all played with searching sympathy, under Gill's own direction.

They all live on a housing estate in that place, which is Gill's hometown - most of them long-term, and many of them related to each other. We watch and listen to them, in telling fragments, through 24 hours. The actors rarely leave the stage, but merely retreat to sit at the back when not needed. Though naturalism reigns in their dialogues, the staging is minimal: a fine, sad, panoramic backdrop by Allison Chitty, but otherwise just intermittent furniture - a bed and a few wooden chairs, with changes of light (sensitively devised by Andy Phillips) to indicate new scenes.

There is no plot, nor any overripe Welshery. We simply discover these people little by little, through snapshots, brief monologues and longer scenes, often dovetailed together. Theatricality speaking there is a sort of "plot", in the sense of something which continually teases our attention: it takes a long time to work out who is related to whom, and how, and exactly what difference that might make. The cast-list in the programme-book is seriously confusing - but that is equally part of the plot.

The first (longer) half of the play is a steady flow of instant portraits and linked dramatic vignettes: a kind of "symphony", as the term was used by populist avant-garde filmmakers between the wars. Again the milieu includes people who live from part-time work to none at all, going steadily under and meekly off their heads.

As scene melts into scene, one's

appetite for knowing more and more about these people is constantly whetted, even for the ones one would avoid in real life. Gill picks no crisis-points to show them off, but his scrupulous writing ensures that his actors can inhabit their roles completely. Without flashy dramatics, each and every one of them rings true and resonates further.

The second half is dodgier, though we maintain a loyal interest. Merely to extend the "symphony" might be disappointing, so Gill branches out. We get a *multiple scene* where all the characters pursue their chosen entertainments at different venues: there is a dramatic Big Event; the two leading boys progress from a spot of mutual masturbation in Act 1 to real adolescent passion, and we learn a bit more - tantalisingly, not enough - about their involvement in

the death of a friend, which we know has wrecked his parents' lives. Though Gill-the-director has staged all that with perfect tact, Gill-the-playwright has freighted it dangerously. Besides the sudden surge of theatrical intensity, his ex-priest Michael (Kenneth Cranham in uncommonly benevolent mode), a tower of quiet strength in Act 1, becomes sententious with his autobiographical reflections, pertinacious political digs and proud Cardiff historicising.

Why was this rich but provisional script already in print (Faber & Faber) when *Cardiff East* opened? Though Gill's characters are beautifully and penetratingly imagined, their play still wants a better form.

At the Cottesloe Theatre until further notice, with a visit to Cardiff's New Theatre between April 8 and 12.

Opera in Berlin/Paul Moor

Bible-bashing country

American literature is familiar with the bigoted clerical hypocrisy of Elmer Gantry. In real life, as Jim Bakker or Jimmie Swagart, he has repeatedly ended up behind bars. And in Carlisle Floyd's 100 per cent American opera *Susannah*, which has just received its German premiere at the Deutsche Oper in Berlin, the heroine falls prey to a similar divine, Olin Blitch.

When Erich Leinsdorf conducted *Susannah* at the New York City Opera in 1966 (a year after its premiere in Florida), it was acclaimed as "the most impressive opera to have been written in America since *Porgy and Bess*". Floyd's musical style rests foursquare on fundamental harmonies, introducing mild dissonances only in scenes of violence. Especially in the hymnal sections, one hears echoes of those old church modes brought over from Elizabethan England.

Born in 1926 in South Carolina as a Methodist minister's father, Floyd based his

libretto on a story in the Apocrypha which also inspired Rembrandt, Rubens and Handel - but turned it into an intimately familiar milieu.

Susannah, fun-loving and presumably virginal, lives with a protective older brother and bathes in a secluded part of the local creek. Puritanical church elders chance upon her in the nude, and browbeat a young simpleton into saying she seduced him. The valley's new psalm-singer comes to pray with her, rapes her instead, and is shot by her brother.

The townspeople try unsuccessfully to drive Susannah away - but in John Dew's Berlin staging, the Stygian-clad congregation stone her with a barrage of Bibles.

Thomas Gruber's arresting unit-set clusters seven big television monitors on high masts, with one constantly shifting eye filling each screen: nothing in Hope Valley goes undetected by anybody. The creek - where the

valley's fundamentalist Christians calculate success by the number of total-immersion baptisms - runs down the middle of the stage; upstage, ready-made but never ignited, waits a potential witch's pyre.

Dew may have come a cropper at Covent Garden and in the US in the 1980s, but in *Susannah* his work is as effective as his three brilliantly rollicking Mozart productions in Leipzig. The Swiss conductor Marie-Jeanne Dufour - who, in Meiningen, has become Germany's first female *Generalmusikdirektor* - conducts a tight orchestral ship.

Karan Armstrong, Dean Peterson and Stefano Algieri stand out in an evening generally reinforcing Anatole France's sardonic observation that religion has done love a great service by making it a sin. Only Donna Perilli's dancers, trying valiantly to cope with American barn-dance steps, seem merely dutiful.

Further performances on February 25, March 6, 15, 26, May 16 and 19.

Dance in a good cause

ronic, and it roars or whippers as the mood takes it.

The mood takes the dancers (6 male; 6 female) into duets and quartets which seem faintly ethnic, even animalistic: there is quite a bit of watchful gazing over the plains and sporting around as if shaggy pelts were in the offing.

It is all tremendously well-meaning - a strong wind from Kylian-country

blows throughout - and it bored me to tears. Not so the Oxford audience, who greeted it with roars of delight and those curious Bantu shrillings which now seem part of public approbation at dance performances. It was doubtless the proper reaction - your critic wrong again - to a piece about whose emotional credentials (if not choreographic verve) there can be no doubts.

The programme also included Bruce's Rolling Stones romp, *Rooster*, and Kim Brandstrup's *Sidolon*. This looks as intriguing as ever - dream-luscent giving way to waking disillusion - with score (Kim Helwig, atmospheric and dramatic) and dance perfectly attuned. Serious stuff.

Clement Crisp

INTERNATIONAL ARTS GUIDE

AMSTERDAM

CONCERT
Concertgebouw Tel: 31-20-6718345
● Radio Filharmonisch Orkest with conductor Gennady Rozhdestvensky, soprano Alison Hagley and mezzo-soprano Catherine Wyn-Rogers perform works by Britten and Shostakovich; 11am; Feb 16
● Radio Kamerorkest with conductor Ton Koopman and violinists Marike Blankstijn and Arvid Enggaard perform works by Mozart, Ch. Canabach and K. Canabach; 8.15pm; Feb 16

BERLIN

EXHIBITION
Alte Nationalgalerie Tel: 49-30-209050
● Adolph Menzel (1815-1905): Between Romanticism and Impressionism; retrospective exhibition featuring 150 paintings, drawings, pastels and watercolours by Adolph Menzel,

one of the leading German artists in the second half of the 19th century. In addition to many of Menzel's acknowledged masterpieces the exhibition includes numerous sketches and drawings depicting bourgeois life in Berlin, Menzel's family circle and landscapes in and around the Prussian capital; to May 11

CONCERT
Konzerthaus Tel: 49-30-203090
● Sinfonieorchester des Mitteldeutschen Rundfunks with conductor Peter Schneider, soprano Ellen van Lier and the Chor des Mitteldeutschen Rundfunks perform works by Schmidt; 8pm; Feb 17

OPERA
Deutsche Oper Berlin Tel: 49-30-3438401
● Eugene Onegin; by Tchaikovsky. Conducted by Jiri Kout, performed by the Deutsche Oper Berlin. Soloists include Ute Walther, Eva Johansson, Nadja Michael, Kaja Borris and Lenus Carlson; 7.30pm; Feb 18

CHICAGO

EXHIBITION
Museum of Contemporary Art Tel: 1-312-280-2660
● Art in Chicago, 1945-1995: exhibition presenting an historical survey of the art made in Chicago in the years 1945-1995. The exhibition features approximately 150 works by 135 artists in all media and includes a supplementary exhibition of documentary and archival information covering film and

video, performance, audio and computer-assisted arts; to Mar 16

OPERA
Civic Opera House & Civic Theatre Tel: 1-312-332-2244
● Turandot; by Puccini. Conducted by Bruno Bartoletti, performed by the Lyric Opera of Chicago. Soloists include Gabriele Schnaut, Ben Heppner, Kallen Esperian and Alexander Anisimov; 7.30pm; Feb 18

DRESDEN

OPERA
Sächsische Staatsoper Dresden Tel: 49-351-49110
● Die Bassariden; by Herze. Conducted by Metzner and performed by the Staatsoper Dresden. Soloists include Sippola, Brohm and Jahn; 7pm; Feb 18

LISBON

CONCERT
Grande Auditório da Fundação Gulbenkian Tel: 351-1-7935131
● Máxim Vengerov and Itamar Golan: the violinist and pianist perform works by Mozart, Schubert and Brahms; 7pm; Feb 18

MADRID

EXHIBITION
Museo Nacional Centro de Arte Reina Sofía Tel: 34-1-4575062
● Archivo Juana Mordó: retrospective of work by the Mexican artist, famous for his large-scale public sculptures. On display are 45 paintings, 50 drawings and 12 bronze

sculptures; to Apr 8

MUNICH

EXHIBITION
Kunststiftung der Hypo-Kulturstiftung Tel: 49-89-224412
● Karl Schmidt-Rottluff: retrospective exhibition of work by the German expressionist painter, featuring 70 paintings, 60 watercolours, 50 drawings and 15 sculptures; to Mar 31

PRAGUE

OPERA
Prinzregententheater Tel: 49-89-4706270
● Vespere; by Monteverdi. Conducted by Gerd Gühler and performed by the Orpheus Chor München. Soloists include Priska Esser-Streit and Mona Spägle; 8pm; Feb 18

NEW YORK

OPERA
Metropolitan Opera House Tel: 1-212-362-6000
● Aida; by Verdi. Conducted by Charles Mackerras, performed by the Metropolitan Opera. Soloists include Sharon Sweet, Stefania Toczyńska and Michael Sylvester; 8pm; Feb 17

PARIS

CONCERT
Théâtre des Champs-Élysées Tel: 33-1-49 52 50 50
● Ensemble Orchestral de Paris with conductor Jerzy Semkow and pianist Jean-Bernard Pommer perform works by Weber, Beethoven and

Schumann; 8.30pm; Feb 18

EXHIBITION

Musée d'Orsay Tel: 33-1 40 48 14
● Auguste Prault (1809-1879): exhibition devoted to the work of the French sculptor Auguste Prault, whose bronze and stone sculptures show influences of Realism and Romanticism; from Feb 18 to May 18

STRASBOURG

OPERA
Palais de la Musique et des Congrès Tel: 33-383 37 67 67
● Carmen; by Bizet. Conducted by Didier Luchesi and performed by the Choeurs et Orchestre Opéra Eclat; 8pm; Feb 15

STUTTGART

OPERA
Staatstheater Stuttgart Tel: 49-711-20320
● Anacréon ou l'Amour fugitif; by Cherubini. Conducted by Gabriele Ferro and performed by the Staatsoper Stuttgart. Soloists include Nagore, Gruber and Klinik; 7.30pm; Feb 15
● Die Meistersinger von Nürnberg; by Wagner. Conducted by Kulka and performed by the Staatsoper Stuttgart. Soloists include Probst, Hölle and Keating; 8pm; Feb 16

VALENCIA

CONCERT
Palau de la Música I Congressos Tel: 34-6-3375020
● Enrique Rloja and Vicente

Campes; performance by the trumpeters, accompanied by organist Bernhard Gruber. The programme includes works by Vivaldi and Stölzel; 11.30am; Feb 16

WASHINGTON

EXHIBITION
National Gallery of Art Tel: 1-202-7374215
● The Victorians: British Painting in the Reign of Queen Victoria (1837-1901): exhibition of 70 paintings highlighting the artistic achievement of British painters during the reign of Queen Victoria, depicting the social landscape in a period when Britain was the world's most technologically advanced country. The exhibition includes works by Whistler, Sargent, Leighton, Turner, Madox Brown, Rossetti and Holman Hunt; from Feb 16 to May 11

OPERA

Eisenhower Theater Tel: 1-202-487 4600
● La Finta Giardiniera; by Mozart. Conducted by Patrick Summers, performed by The Washington Opera. Soloists include Michael Myers, Katerina Beranova, Joyce Guyer, Gregory Schmidt, Michaela Gurevich, Laura Claycomb, Beth Clayton and Victor Benschetti; 7.30pm; Feb 15

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Philip Stephens

Political economy

If the Bank of England wants greater independence from the politicians, it must learn to behave more sagely

The Bank of England is at risk of making a fool of itself. It reckons Kenneth Clarke is not being respectful of economics. But the manner of its dispute with the chancellor has exposed a certain naivety.

This matters more than just for the moment. The Bank has struck a deal with Gordon Brown, the shadow chancellor, which would put it on the path to independence in the event of a Labour victory at the general election. The agreement will stick, though, only if it learns more of the business of politics.

In the Bank's view, grubby electioneering has got in the way of the interest rate rise needed to prevent the economy from overheating. Kenneth Clarke has conveniently put to one side his own maxim that good economics and good politics are indivisible.

At three consecutive meetings Eddie George, the Bank governor, has called for a small increase in borrowing costs. Each time the chancellor has said no. What started as a minor squall has somehow blown up into a nasty storm.

The dispute has confirmed that the present arrangements have outlived their usefulness. Whatever its colour, the next government will have to reshape the process. But recent events have also raised a question over the Bank's capacity to take a sufficiently rounded view of the economy to earn the autonomy it craves.

The best central bankers are uncompromising in their rhetorical commitment to sound money, but pragmatic in deed. There is more to economic management than squeezing out inflation. As Mr Clarke will remark in unkind moments, any fool can prevent prices from rising by driving the economy into the ground.

Democratic governments must be as concerned that

the economy grows at its potential as to foster price stability. It is a balance well struck by Alan Greenspan at the US Federal Reserve. The Bank, of course, does not have the room for manoeuvre that comes with independence. But its anti-inflation zeal is beginning to sound obsessive. Its clarion calls are disproportionate to the size of the interest rate increase it seeks.

On the issue of whether rates should rise by ¼ percentage point from the present 6 per cent, the Bank has a case. Its inflation forecast for two years hence shows prices rising at closer to 3 per cent than the Treasury's target of 2.5 per cent. There are plenty of signs of robust growth in the real economy. The Bank is worried too about Mr Clarke's sometimes cavalier attitude. He was unwise recently to liken the inflation target to a rather looser aspiration to lower taxes. Yet in seeking so small an interest rate rise, Mr George implicitly admits the inflation warning light is at amber rather than red. His advice falls well inside the usual margins of error in economic forecasting.

The Bank is stubbornly reluctant to acknowledge a significant impact from sterling's appreciation. Beyond a one-off fall in the price

The Bank's anti-inflation zeal is beginning to sound obsessive, its clarion calls disproportionate to the size of the interest rate increase it seeks

level, it expects only a small deflationary impulse from sterling's 16 per cent rise since last summer. Five years ago the pound was the centrepiece of official policy. Now it is irrelevant. Membership of the European exchange rate mechanism is forbidden history.

Thus Mervyn King, the Bank's chief economist, dismisses as nonsense the notion of a rough equivalence between an appreciation in the exchange rate and increases in interest rates. Explaining the inflation forecast, he remarked that ready reckoners which purported to measure such a relationship were for those who had forgotten their first-year economics.

I fear that I was the subject of his admonition. But perhaps it was unfair to retort that I had first heard mention of these ready reckoners during visits to the Bank. Mr George would allude to them when he presented the Bank's Quarterly Bulletin during the late 1980s. So I look forward to joining the governor in Mr King's classroom.

I happen to agree that sterling's rise is unsustainable. The higher it goes, the more rapid will be the eventual fall. But in talking up interest rates the Bank has contributed to the appreciation. It also seems indifferent to the permanent damage an overvalued pound is inflicting on industry.

To be fair, Mr George does give speeches putting the goal of low inflation in the context of sustaining the economy. But overall the message remains too narrowly focused on the inflation mission. I do not recall a single mention from Mr King of the importance of sustaining output.

Perhaps the Bank is already looking beyond the election. After initial doubts, it is said to have agreed that if Labour forms the next government, it would move swiftly to set

up a new monetary policy committee to formulate its monthly interest rate recommendations.

The deal was clinched at a meeting between Mr George and Mr Brown. Several independent experts would join the relevant Bank officials on the new committee. These outsiders would formally be appointed by the Bank but on the basis of close consultation with (and, perhaps, recommendations from) the new chancellor. The change would democratise and depersonalise the Bank's advice.

There would be other immediate changes to restore credibility to the monthly discussions between chancellor and governor. The dates, for example, would be announced long in advance, and the outcome relayed to the markets immediately after each meeting.

For the Bank this would be an important step on the road to operational independence. The deliberations of the monetary committee would initially remain secret. But the presumption would be that, once the Treasury conceded control of interest rates, the minutes would be published.

This offer of independence is conditional, however. Mr Brown wants to be convinced that the Bank is ready to widen its horizons. He intends to reaffirm the 2.5 per cent inflation target, but the monetary committee would be expected to operate within a range of 1 per cent to 4 per cent, its new remit would be to avoid deflation as well as to contain inflation.

There is a bigger challenge. The autonomy of the Bank's cousins in the US, Germany and elsewhere is founded on popular consent. Mr George needs a comparable constituency in the country. Without this political legitimacy, the prize of independence will be lost before it is won.

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

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Wide impact of currency shifts

From Mr Piero Sierra

Sir, Peter Martin (Global Investor, February 10) touches an essential point in underlining the apparently erratic influence of currency fluctuations on globalised companies.

Foreign exchange movements and trends have a wide variety of consequences on multinationals. It is incorrect to assume the existence of simple relationships between the meanderings of a single national currency and shareholder value. Exchange rates have different impacts on:

- Consolidated results, according to the basket of profit or loss contributions by local subsidiaries.
- Consolidated results, through positive or negative effects of local currency fluctuations on the overall business environment in single countries.
- Consolidated balance sheet assets, according to the basket of local net assets.
- Consolidated results, according to the worldwide netting of currency exposure on trading and financing items.

Many of these effects interact with one another. Very few can be hedged. Each global company has its own specific risk/opportunity profile. Shareholders could well use a standard sensitivity grid that would quantify the true effects of actual and foreseen currency scenarios on shareholder value. Bourses, financial analysts and financial publications would do well to shed more light on these aspects.

Piero Sierra,
Via della Spiga, 45
20121 Milan, Italy

Culture that hinders democracy

From Mr George Schoplin

Sir, Your leader "Balkan cheer" (February 6) is persuasive in rejecting crude cultural determinism, but it overstates its case by discarding cultural explanations entirely. Cultural factors can be illuminating, if it is understood that no culture is made up of just one strand. In south-eastern Europe, there are indeed various cultural currents, but on balance those suspicious of the bases of democracy tend to predominate.

The result is that civil society, rule of law, compromise and self-limitation tend to be outweighed by collectivism, dependence on hierarchy, political inexperience and impatience. Authoritarianism has resonance. Not everyone is a natural democrat.

The outcome is what we can see. The democratic institutions of the region are in place but do not work very well. This can change, but only over a much longer period than the seven years since the fall of communism. The policy implications for the west are that democratic currents should be supported, but there should be understanding of the uphill struggle faced by democrats in the area.

George Schoplin,
191 Andrews House,
Barbican,
London EC2Y 8BA, UK

Status cost

From Mr G.A. Hodgson

Sir, Your Lex columnist is somewhat disingenuous in saying "Football", February 12, that "EU citizens are no more entitled to watch big sports events for free than they are to watch Pavarotti or Madonna for free".

It may be so, but Pavarotti and Madonna are individuals performing on their individual behalf. National football teams purport to represent the entire nation, which must surely have some right in exchange for conceding that representative status. There is a better case than that which Lex concedes for showing showcase events.

G.A. Hodgson,
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Registry role not costly

From Mr John S. Holden

Sir, The Federation of Small Businesses has called into question the role of Companies House ("Small companies attack lack of checks on data", February 11). It is right to say we enforce the law in the same way for big companies and small. That, after all, is what the law requires. It is right to suggest we accept the bona fides of documents registered with us, except where obviously defective. Our primary role is as a registry.

We do, however, enforce compliance with Companies Act requirements through late filing penalties and prosecution of directors. The remedy for fraud lies elsewhere.

The federation is way off-beam in suggesting we are

costly to do business with. Filing accounts costs nothing - unless they are late. The annual return fee dropped from £33 in 1994 to just £15 last October. The fee for incorporation fell from £50 to £20 over the same period.

To introduce checks to validate the quarter-million changes of registered office address each year and more than 1m changes of directors would add to costs and undermine efforts to reduce the regulatory burden on business. It would also be a great irritant for the law-abiding majority.

John S. Holden,
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Turkish premier's moves designed to play for time

From Mr Muammer Kaylan

Sir, John Barham's "Generals grow restless in Turkey" (February 7) omits the reasons why Mr Necmettin Erbakan, the Islamist premier, backs down when sabres start rattling.

Mr Erbakan's old habit is to test the ground first and then, if conditions are favourable, to advance for his cause. As a fundamentalist, Mr Erbakan is an enemy of the secular republic and

the reforms of Kemal Atatürk, the founder of modern Turkey. As such, he plays for time to gain more support for the Islamic Refah party and thus achieve a clear majority in the National Assembly.

Mr Erbakan and Refah have divided the Turks into two camps, the Islamists and the Secularists. He has been clipping the secular reforms step by step while flirting with the pariah Islamic

regimes. Since the armed forces are the guardians of Atatürk's reforms and the secularity of the state, Mr Erbakan's next important step will be to infiltrate the army. The army brass, also considering what happened to Iranian generals after the ayatollahs toppled the Shah's regime, are right in feeling nervous.

The brass have so far been patient and tolerant. Yet, in

Turkey alarm bells are ringing and the solutions to this dilemma are rather limited, short of the fourth military takeover since May 27 1960. If so, Mr Erbakan, along with the bankrupt politicians of Turkey, will carry the burden of the blame for the loss of democracy.

Muammer Kaylan,
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Europa • Janusz Onyszkiewicz

In step for the march east

Nato's attempt to forge ties with Russia must not leave its neighbours on the sidelines

The process of Nato enlargement is entering a decisive stage. In July the Nato summit in Madrid will agree a list of "one or more" countries from eastern and central Europe to be invited to join the alliance.

This will set a crucial process in motion - only something like a political catalyst will be able to stop it. This atmosphere of urgency is inspiring Nato to intensify efforts to establish a solid framework for co-operation with Russia. This should take the form of a security charter. Some questions, however, arise concerning the nature and contents of this charter.

One is over its legal form. There are good reasons why it should not be drawn up as a treaty. Nato, unlike the European Union, is not an entity in international law. Thus Nato as a whole would probably not be able to sign such a treaty.

This in turn means the charter would have to be ratified by all Nato member states. Such a long, complex procedure would require a document with little latitude for interpretation.

It would also have to be ratified by the Duma, the lower house of the Russian parliament, which is not necessarily a simple or trivial matter. The majority of Russian parliamentarians are reluctant to do anything that would maintain the existence of Nato or expand its role in a European security system.

A much better and simpler solution would be for the charter to take the form of a bilateral political declaration between Nato and Russia, accompanied by real steps to adapt co-operation to a changing security situation.

Another issue is the problem of timing. An awkward

situation could arise if the charter is signed at the Madrid summit and immediately comes into force.

The charter will give Russia access to various Nato committees and other bodies, allowing it to exert influence on the alliance's decisions. But the countries invited to join Nato will still be treated as non-member countries until their formal accession. Thus Russia would have a stronger role in Nato than the countries which hope to become full members in the not-too-distant future.

It could be argued that this would be the case for only two years or so - since it is assumed that all the legal requirements for enlargement will be met by the 50th anniversary of the alliance in 1999. But in politics a week can be a long time. Thus some transitional arrangement to strengthen the role of the countries aspiring to join has to be worked out.

This would have the added advantage of giving the candidate countries experience in working in the alliance's multilateral framework. It would also reassure public opinion in those countries that there is no secret dialogue between Nato and

Russia behind their backs. Equally important, talks should begin between Nato and Ukraine with a view to signing a similar charter. This would indicate the alliance's support for helping Ukraine consolidate its independence.

The main problem being debated inside Nato is what status to give Russia in Nato's structures and how much influence should go with it. Russia has succeeded from the beginning in creating the impression that co-operation with Nato amounts to a gesture of goodwill which requires concessions in return.

In fact Nato's offer to work out such an agreement is a historic move which should be eagerly grasped by Moscow. A refusal to co-operate would be a serious mistake, which sooner or later would be lighted upon by Russia's voters. They, all opinion polls indicate, are for international co-operation and against confrontation.

Thus Moscow's decision is not a question of making gestures towards Nato, but of serving Russian national interests - which, in this case, coincide with the interests of the rest of Europe and the US.

Russia claims Nato enlargement will severely affect its security interests and hence should be subject to consultation. But in May 1992, Russia signed a defence treaty in Tashkent with five other former Soviet republics. The treaty is a replica of the Washington treaty constituting Nato, and contains the same security guarantees.

The Tashkent alliance has grown since then, with Belarus joining in 1993. There was no consultation with other countries. Poland could easily point out that a powerful military alliance had emerged on its border, but no comment was made out of respect for the sovereign status of Belarus.

It is, incidentally, intriguing to try to fathom why the Russians think Nato with Poland as a member constitutes more of a security problem than the status quo. Poland is concerned to maintain good relations with all its neighbours, including Russia. Any tension between Nato and Russia would be detrimental to Poland's most vital national interests. Thus a Nato that includes Poland will be even more interested in good relations with Russia than otherwise would be the case.

Talks between Nato and Russia can shape the future European security framework. Everybody should be deeply interested in a democratic, non-imperial Russia, in a Russia that has no reason to feel isolated and threatened.

It is, however, crucial to realise these talks should be as transparent as is diplomatically feasible. The countries of central and eastern Europe still live with the memory of decisions taken over their heads at Munich and Yalta. This is also why the idea of a conference on Nato enlargement of the Big Five (US, UK, France, Germany and Russia) has raised spectres which everyone would like to see deeply buried forever.

The author is former defence minister of Poland and head of the Euro-Atlantic Association, a pro-Nato think-tank



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FINANCIAL TIMES

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Friday February 14 1997

The impact of governance

Throughout the OECD area policymakers have been paying increasing attention to corporate governance. Yet in exploring the international dimension of the subject the OECD secretariat in its latest reports on Japan and France raises exceptionally difficult issues. The most basic concerns the question of whether good governance can confer competitive advantage on countries as well as on businesses.

On the face of it, the correlation between good governance and economic performance is far from clear. By Western standards the often geriatric 'insider' boards of big Japanese companies, with their largely ceremonial meetings, are woefully devoid of checks and balances. Yet the culture of the country, together with the success of Japanese banks in addressing managerial failure, offers other safeguards.

The widely admired German two-tier board system has not prevented high-profile corporate scandals. And in practice the German growth rate over the past decade and a half has more or less converged with that of the US, France, Italy and the UK. Given the exceptional boost to the economy from unification, this amounts to a rather negative verdict.

All governance systems suffer from flaws of one kind or another. Corporate governance anyway reflects wider national characteristics. The president

director général in France, for example, enjoys centralised power within a system of heavily concentrated ownership that would have been entirely comprehensible to Louis XIV.

In Britain the vestiges of class division can be seen in the antipathy of management towards worker representation in the boardroom and even, in some cases, to consultation. There is a justifiable presumption that the insider systems of Germany and Japan favour long-termism, while the outsider approach in the English-speaking economies leads to short-termism. Yet the respective advantages and disadvantages appear to be offset by equal and opposite variations in the productivity of capital.

The degree of competition in product markets is probably of greater importance for industrial efficiency than governance. But it also seems clear that Japan, to take the obvious example, has in the past derived a form of national competitiveness from its cohesive culture. Small wonder that the OECD's attempt to squeeze the Japanese system into the Western principal-agent model of the company in its recent report reads oddly at times.

Even some Anglo-Saxons would blench at its call for a wider use of stock options, which not only ignores the nature of Japan's cultural advantage, but substitutes a one-way bet for real incentives.

Hope in Sofia

The news from Bulgaria has been bad for so long that it is a relief to welcome the formation of a new caretaker government. Mr Stefan Sofianski, the premier, proved to be one of the most capable opposition leaders as mayor of Sofia. He also helped to calm emotions during the recent month of street demonstrations.

He was chosen by Bulgaria's recently elected president, Mr Petar Stoyanov, who has also emerged as a positive, moderating force. Much now depends on their ability to ensure that emotions are kept under control during the forthcoming general election campaign. This should be an opportunity for all parties to concentrate on telling voters how they intend to deal with the country's deep economic crisis, not an opportunity for divisive witch-hunts and calls for revenge.

The stop-gap government's main technical task will be to work closely with the International Monetary Fund and other potential sources of economic support to prepare the ground for the prompt introduction of reforms, including a currency board to stabilise the lev, after the elections.

The omens for success in these important tasks are now reasonably good. The caretaker government is the fruit of compromise between the former ruling socialist party and the oppo-

sition after years of growing polarisation. It is a non-party administration with some socialist members, empowered with greater negotiating rights than normally given to a caretaker government.

This is important because these are not normal times. The country has virtually run out of foreign currency reserves and the ability to finance even essential imports such as oil and grain. Above all, Bulgaria faces another default on its \$10bn foreign debt by July unless it can find \$135m to service it.

Fortunately, all parties now accept that the key to staying off default is the establishment of a currency board, which effectively takes monetary management out of the hands of the government. The idea was floated by the IMF, backed by the World Bank last November.

It is now up to Bulgarians themselves to seize the chance for a new political start offered by the elections. If a sober election campaign demonstrates a willingness to make the sacrifices needed to underpin reform, the international financial institutions stand ready to help. The European Union has expressed willingness to help: the most important way it can do this is by helping to build a modern public administration to fill the vacuum which followed the collapse of communism.

Rotten apple

Pity Mr Gordon Brown. The tight financial targets of the Labour party's shadow chancellor leave him with nothing juicy to offer voters, except the odd windfall.

Yesterday he made the best of it and confirmed that if his party wins the election he will commit at least £3bn to schemes to alleviate youth and long-term unemployment, to be financed by a misnamed windfall tax on privatised utilities.

The aim of reducing unemployment of vulnerable groups is laudable, and the money, it will be argued, has to come from somewhere. Moreover, despite the outcry from some Conservatives and free market economists, the City has taken the proposals remarkably calmly. Even rumours that the total take might reach £10bn have failed to put investors to flight, although Labour's plans must be partly reflected in current share prices.

There seems little argument that most utilities could afford a one-off impost, in many cases by increasing borrowing. Mr Brown is now confident that such a tax would be unlikely to fall foul of EU or UK law.

Despite these temptations, however, this tax is misconceived. It also suggests a worrying failure by the Labour party to understand the balance of incentives needed to get the best out of the privatised util-

ities, or why, despite a few failures, privatisation has delivered very large benefits to consumers and to the economy.

Even if it is true that some industries were privatised too cheaply and that regulators initially underestimated the scope for efficiency gains, those errors were in the past. It would be unfair to penalise present shareholders for them. Regulators have been taking a tougher stand in recent reviews, setting prices intended to provide a return on capital of no more than about 7 per cent.

But utilities must be allowed to make higher profits, if they can find unexpected ways to become more efficient. This incentive has so far brought lower prices to consumers in most industries and much increased tax revenues as well as higher profits. By confiscating such gains, Labour will weaken the drive to efficiency and might raise the cost of capital. Ultimately this will be reflected in higher prices for consumers, since regulators will set prices to restore adequate pre-tax profits to levels needed to finance investment plans.

It is too late to expect Labour to abandon the tax. But in the absence of a superior scheme for regulating the utilities, it should remember what a windfall really is - a small item to be picked up and pocketed without damaging next year's crop.

Weighted against outsiders

GKN is the latest in a string of UK engineering companies facing large damages in US courts, write Tim Burt and Robert Rice

When the board of GKN, one of the UK's largest engineering groups, meets this morning to discuss current trading and future strategy, the routine agenda is likely to be overshadowed by events in a distant US courtroom.

GKN, which makes automotive components and defence equipment, is expected next month to announce some of the highest profits in the UK engineering industry, up from £322.4m (£525m) to an estimated £365m. But directors' minds are likely to be on events in North Carolina, where a federal judge may later today award \$740m in damages against the company.

Although investors have reacted with dismay to the potential threat - the shares have fallen 100p or almost 10 per cent since it emerged - GKN is not the only large engineering company in such a predicament. Of the UK's 12 largest engineering companies, half have recently settled or remain embroiled in multi-million dollar US lawsuits.

The GKN case is thought to be North America's largest commercial damages claim against a single UK company. A jury sitting in Charlotte has already decided that Meinelke Discount Mufflers - GKN's specialist US exhaust retailer - was guilty of fraud, breach of contract and negligence in its handling of advertising payments by the franchisees.

The disputed sum was originally just \$31m, so GKN was stunned when the jury last December calculated the compensation at \$186.9m (see right) and awarded a further \$150m in punitive damages. Under North Carolina's Unfair Trade Practices Act, moreover, that compensation could now be trebled.

Today Judge Robert Potter will hear lawyers representing the disgruntled franchisees press for record compensation - taking the total to \$739.8m.

Most US lawyers wonder why GKN did not settle before it got to court. Mr David Shapiro, a US mediator who was involved in many of the US mass tort cases of the past 20 years, says a foreign company, unlikely to get a sympathetic hearing before a parochial US jury, is usually advised to play safe and settle.

"They probably could have settled for peanuts going in," he says.

GKN maintains it did not settle because its legal advice was that damages would not be material. But Mr Wayne Mack, a partner of Duane Morris & Heckscher, the US law firm acting for the Mel-

neke franchisees, is not convinced by that.

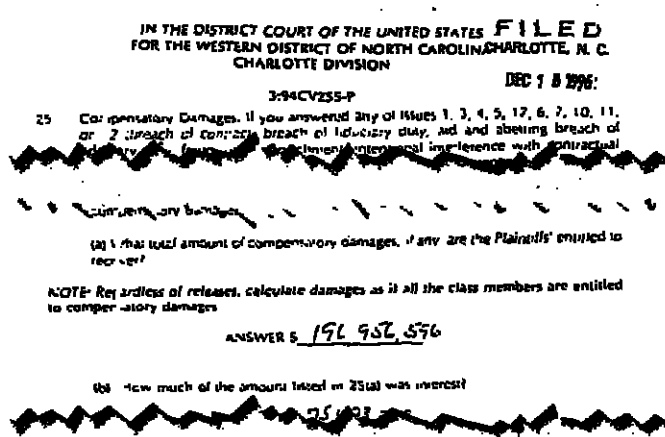
"We know GKN claims to be surprised by the amount, but there was an expert report by KPMG Peat Marwick a year ago which put the damages at this level. Maybe they just chose to disbelieve or ignore it."

GKN has described the verdict as "extraordinary". It plans to appeal and demand reduced damages from Judge Potter - who may defer his ruling until next week. But other UK industrial groups have been involved in similarly time-consuming lawsuits over allegations including fraud, theft and deception.

Johnson Matthey, the metals and engineering group, has been accused by General Motors of stealing precious metals used in making catalytic converters. TI Group, the engineering company, is being sued by the US justice department for allegedly inflating components costs to defraud the US Air Force.

T&N, the motor components company, is seeking a Supreme Court ruling on a class action involving asbestos victims. It is also facing calls for a retrial over alleged asbestos contamination at Chase Manhattan Bank's New York headquarters.

Lucas Industries, the car parts and aerospace group that is now



part of LucasVarity, settled a lawsuit brought by the Pentagon for \$25m in 1996. And engineering group BBA earlier agreed to pay \$19.8m to Tilton Engineering of California for an alleged patent infringement. It decided a US jury was unlikely to be sympathetic to an overseas company and settled out of court.

"It is hostile country," says Mr Vanni Treves, chairman of BBA and senior partner of Macfarlanes, the City of London law firm. "US juries are sometimes xenophobic and usually unpredictable. The awards can be

mountainous; and the cost of litigating class actions in 51 jurisdictions against lawyers on contingent fees is huge."

Furthermore, the knock-on effect from losing a high-profile lawsuit - even when subject to appeal - can undermine a company's share price and drain its cash reserves.

Mr Robert Speed, research director at Henderson Crosthwaite, estimates that if GKN was forced to pay out the maximum \$740m it could reduce the group's cash funds for acquisitions by 50 per cent. "Before,

they could have done a \$700m deal without recourse to shareholders," he says. "This could change everything."

Other engineering companies, meanwhile, are watching the case for any lessons on how to avoid similar problems. Johnson Matthey, in particular, is thought to be tracking events in North Carolina closely.

The engineering and precious metals group is waiting to hear whether a court in Wisconsin will allow General Motors to seek "millions of dollars of unlawful profits that the defendants have misappropriated, trebled under racketeering legislation along with punitive damages, attorneys' fees and costs" over the alleged theft of metals.

The UK company has filed counter claims and Mr Gordon Thorburn, its company secretary, says such cases are merely an "occupational hazard" in the US.

But the cost to Johnson Matthey has been high. The loss of the General Motors contract cut profits in its catalytic systems division from £24.5m to £26.2m last year. If it were to lose the GM case, analysts claim it could unleash a wave of similar action from other customers.

Some investment bankers claim these legal hazards have become a powerful deterrent to smaller companies contemplating US expansion. The search for legal skeletons has become a central part of the due diligence process by which companies scrutinise potential acquisitions.

Robert Fleming, the merchant bank, says one of its clients recently abandoned a US acquisition "despite seeing strategic value" after uncovering a potential liability.

"It shows that companies will pull back from a deal rather than trust the US courts," says Mr Geoff Zeidler, director of corporate finance at Flemings.

Where such deals do go ahead, financial advisers are now seeking exclusions from legal liabilities and considering asset swaps rather than outright acquisition. And if legal disputes arise, they are urging clients to seek private mediation where possible.

But that trend may be of little consolation to GKN. Although it will appeal, the one-off provisions could still take a large chunk out of this year's profits. "This has been a horrible surprise," says one GKN director. "It is like walking through long grass and stepping on a rake. We got hit in the face and it will certainly hurt to have to write a big cheque."



Costly clash of cultures

well-established fact of commercial life imposed in cases involving anti-trust violations, racketeering and - increasingly - for unfair trading practices.

"Unfair trading statutes are common and are becoming more common - people should know the risks," says Mr Leo Herzl, a partner at Chicago's Mayer Brown & Platt.

US lawyers say foreign companies operating there need to check their levels of insurance cover and be aware that they can face treble damages. Foreign

companies with US subsidiaries should also bear in mind that under US law it is much easier for them to be held liable for the activities of subsidiaries.

In GKN's case the jury felt the UK group had become so involved in Meinelke's operations it could be held directly liable. Such liability would not arise in the UK, where it is much harder to pierce the corporate veil.

Mr Wayne Mack of Duane Morris & Heckscher - the law firm seeking damages from GKN on behalf of the Meinelke fran-

chisees - says UK companies find themselves facing such lawsuits because they fail to understand the US system's vagaries.

"The penalties are much harsher over here and companies end up in court because they don't realise we can sue the parent for a misdeed done by a small subsidiary," he says.

Mr Tom Engel of New York law firm Engel & McCarty, which is suing TI Group for \$20m, says the threat of punitive damages persuades most companies to settle before the case

reaches court. "Something like 95 per cent of all cases never reach a jury; there is a real fear of the potential court damages."

Mr Herzl's advice to foreign companies operating in the US is to include an arbitration clause in all commercial agreements.

That thought is echoed by Mr David Shapiro, a US mediator. "Have a mediation clause as a precursor to arbitration and have an arbitration clause as a precursor to litigation. That gives you a chance of resolving disputes quickly and cheaply."

"I'm going to fight this out to the last drop of my client's blood. How many times have I heard that?"

OBSERVER

Not a leg to stand on

The new Japanese fashion for giving a little bit more rein to free competition has yet, it seems, to reach the wonderful world of sumo wrestling.

The Japan Sumo Association (JSA) - august regulator of the country's oldest sport - has, snatched the wrists of top wrestlers for what it terms 'mushyoku' fights. Literally, this means weak-kneed or listless, though it's a well-known euphemism for fights where one wrestler agrees to lose, in exchange for the promise of a return victory. Fans are fed up with this slack sumo; at last month's Tokyo tournament, there was a unusual failure to sell all seats for the second day's matches.

Fans and authorities have traditionally turned a blind eye to a little bit of match-fixing, especially on the last day of 15-day tournaments, when a wrestler with only seven wins needs an eighth to hold onto his ranking and avoid a pay cut. It is, after all, in tune with the Japanese post-war tradition that losers in all walks of life should be handled gently.

But alarm bells started ringing last year when a retired wrestler published a series of magazine articles claiming that

match-fixing had gone well beyond the socially acceptable - even, it was alleged, in exchange for cash.

Now the JSA says it's high time top wrestlers were instilled with a sense of crisis. In future, judges will be scrutinising matches closely for examples of 'mushyoku' wrestling - another small piece of evidence that Japan is becoming a slightly tougher society.

Loco motive

You can't keep a good man down. Abdala Bucaram, the man who was so unceremoniously removed (on grounds of alleged 'mental incompetence') from the presidency of Ecuador after just six months, is now planning to go on an international tour from next weekend. On his journey he'll explain why and how he was victim of what he calls a military-backed "congressional coup".

Bucaram intends visiting the US and several Latin American countries. He should get a warm welcome from Argentina's President Carlos Menem - they share Arabic family backgrounds - as Menem has denounced Bucaram's removal. "We have ordered our embassy in Ecuador not to attend the inauguration [of the new president, Fabian Alarcon]," said Menem.

Once he's back, Bucaram hopes to persuade half a million people to march on the presidential palace in Quito on February 26 and get himself reinstated. Wonder why he chose to call himself "El Loco"?

Italian dribbler

On Wednesday night the score was Italy 1, England 0, but off the soccer field the real victor of the World Cup qualifying football match was Vittorio Cecchi Gori, the Italian film producer and owner of Telemontecarlo's two small TV channels. He could rival for the Italian rights to transmit the game but was immediately denounced because his TV network only covered 76 per cent of Italy.

Two hours before the kick-off he agreed to let the RAI state television network transmit the game on a deferred basis after midnight. He then grandly waived a fee, telling RAI it should make a suitable donation to an old people's home and an orphanage in his native Florence, whose football team he owns. RAI had reportedly been offering around \$1m.

On top of snubbing RAI, which has constantly belittled his chances of creating a third national TV network competing against state television and the Berlusconi channels, Cecchi Gori

gained an advertising windfall. Cecchi Gori already has had a jolly good start to the year. His latest film - *Il Ciccone*, a light comedy about a flamenco troupe performing in the Tuscan countryside - is proving a handsome success at the box office.

Next month may see him brought down to earth a bit, when he has to come up with the funds to back his costly winning bid for the next two seasons' TV rights for the Italian football league. He needs money and rumours of potential international partners are flying.

Down and out

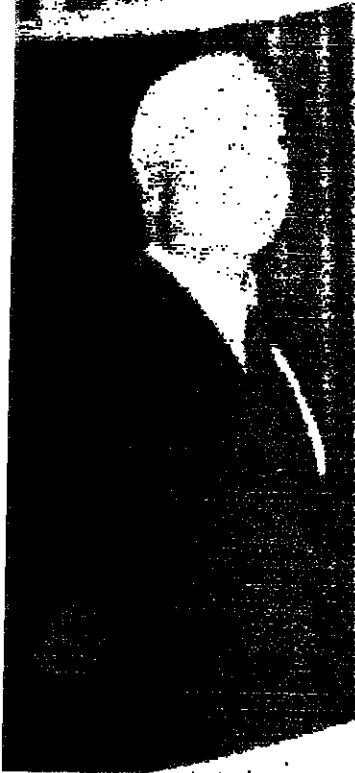
A record number of Japanese were unhappy in 1996, according to a government survey, published yesterday. A combination of worries about job insecurity and retirement led 22.5 per cent of respondents to say they were miserable last year, the highest percentage since the survey was first conducted in 1978, when the moaners amounted to 15.6 per cent of the total. The full-of-joy contingent last year amounted to 47.5 per cent, the lowest-ever figure; in 1978 they made up 56.7 per cent of the total. It also seems that those in their 30s have the gloomiest outlook; we blame watching too much slack-kneed sumo.

Financial Times

50 years ago

Argentine Rail Deal
Immediate attention is being given by the Boards of the Argentine Railway Companies to the terms on which it will be proposed that the proceeds of the sale of the undertakings to the Argentine Government shall be divided among the various classes of loan and share capital. The agreement was signed yesterday at Buenos Aires. The terms of the agreement, which comprises 17 articles and a supplementary clause, show that the total of £150,000,000 for the railways and ancillaries will be paid to the Bank of England.

South African Coal
South Africa has become, with the U.S.A. and Poland, one of the three major exporters of coal in the world to-day. South Africa's coal production in 1946 was 25,380,000 tons, and this output was achieved with a labour force of 51,000 miners, of whom more than 90 per cent were non-European. The high level of annual productivity - 510 tons per man compared with about 278 tons per man in Great Britain during the same period - provides a measure of the natural advantages possessed by South African coal mining.



"The team is a mirror
that reflects its leader."

KAZUO IMAHORI, founder of Kyocera

KYOCERA

FINANCIAL TIMES

Friday February 14 1997

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Spanish inflation drop boosts drive for Emu

By Tom Burns in Madrid

Inflation in Spain has fallen below 3 per cent for the first time since the late 1960s.

Mr Rodrigo Rato, the economy and finance minister, said yesterday Spain had started "a crucial year" on the "right foot" because the economy was "clearly on track" to qualify for the first wave of European monetary union in 1999.

"These are not speculative bubbles. This is data and we are simply meeting the required targets," Mr Rato said.

The data were published while the Organisation for Economic Co-operation and Development said France was "within range" of the 1997 deficit target, one of the conditions for membership of economic and monetary union. But the OECD warned that France might have to make further budget amendments.

In its annual economic report, the European Commission predicted that the econo-

mies of the 15 members of the European Union would strengthen this year and next, underpinned by the strict monetary and budgetary policies governments were pursuing before economic and monetary union.

Spanish prices rose 0.3 per cent last month from December, bringing the year-on-year headline inflation rate down from 3.2 per cent in December to 2.9 per cent in January.

The Madrid stock market index rose by more than 0.5 per cent on speculation that the Bank of Spain could cut its benchmark interest rate today when it holds its 10-day repo auction for certificates. The Bank cut the rate by a quarter point to 6 per cent last month after the publication of lower year-end inflation figures.

January's inflation was below the government's expectation of a 0.4 per cent monthly rise. The core price index, which excludes volatile energy and fresh food components, rose by 0.3 per cent,

below the forecast, to bring year-on-year underlying inflation down from 3 per cent in December to 2.8 per cent.

Spain's panel of independent economic experts predicted this week that domestic inflation would be within the 2.8 per cent rate they believed would be the single currency's qualifying limit. The Maastricht treaty on Emu specifies that inflation must be no more than 1.5 percentage points above the average of the EU's best three performers.

Stefano Wagstyl adds: Mr Umberto Agnelli, the senior Italian industrialist, yesterday tried to dispel pessimism about Italy's readiness for joining Emu in the first wave. Mr Agnelli, chief executive of IRI, the holding company through which the Agnelli family controls the carmaker Fiat, said Italy was more likely to join monetary union today than it was six months ago.

EU jobs market push, Page 4
Editorial Comment, Page 11

Top-level N Korean defector seeks talks in South

By John Burton in Seoul

A top-ranking North Korean official says he has asked for asylum in South Korea in an attempt to promote "reconciliation and unification" by holding talks with officials in Seoul.

In a letter released by South Korea yesterday, Mr Hwang Jang-yop acknowledged: "People will judge that I am mad. But the question is: am I the only mad person?"

The exploit of Mr Hwang, who served as a senior adviser to North Korean leader Kim Jong-il, is reminiscent of the effort by Hitler's deputy Rudolf Hess, who flew to Scotland in 1941 in a bizarre attempt to end the war.

In his letter, written on Wednesday after he fled to the South Korean embassy in Beijing, Mr Hwang said he had agonised over his decision to defect and asked his family and friends in North Korea to regard him as dead.

Chinese police threw a protective cordon around the embassy where Mr Hwang, 73, remained while North Korean agents waited outside.

Efforts to arrange a safe passage to Seoul remained blocked due to Chinese unhappiness over South Korean efforts to publicise the defection. The incident has placed China in an awkward position since Beijing, mindful of its traditional friendship with Pyongyang, usually refuses to allow North Koreans to escape directly to South Korea.

Mr Hwang levelled his harshest criticism at the government he has long served. He attacked those in the North who talked of turning South Korea into a "sea of fire", asking: "Can this be the behaviour of sane people?"

And referring to the North's severe food shortages, he added: "How could you call people sane who loudly talk about building an ideal society for workers and farmers while workers and farmers are starving?"

Although the handwritten letter appeared genuine, doubts remain about another letter purportedly written by him and published yesterday in an influential conservative newspaper, Chosun Ilbo.

The letter condemned recent labour disputes while urging Seoul to strengthen the powers of the military and the intelligence service in an apparent endorsement of hardline policies adopted by Mr Kim Young-sam, the South Korean president.

The main opposition party suggested the letter might be part of a government campaign to use the defection to divert public attention from the Hanbo Steel loan scandal.

Alitalia losses put \$1.8bn rescue plan in jeopardy

By Emma Tucker in Brussels

Higher-than-expected losses at Alitalia, the Italian state airline, will make it difficult for the European Commission to approve unannounced a government plan to restructure the loss-making flag carrier with \$3,000bn (\$1.8bn).

This week's declaration by Mr Carlo Azeglio Ciampi, treasury minister, that the airline's losses are expected to reach \$1,300bn, is understood to have put approval of the rescue plan in jeopardy. The plan is being scrutinised by Mr Neil Kinnock, European Union transport commissioner.

Before the Commission can approve the plan, Mr Kinnock has to be convinced that a private investor would commit the same level of capital as the state. Brussels has the power to veto state aid if it believes the assistance will harm competition.

Yesterday EU officials said it was "unlikely" that the plan could be accepted in its current form.

"The results do not do much to help the Italian government's case," an official said.

Alitalia had been expected to lose about \$1,300bn last year, including \$800bn in restructuring charges. The airline, 90 per cent owned by the IRI state holding company, lost \$86.9bn in 1995 in spite of a \$449bn capital gain from the sale of its stake in Aeroporti di Roma, the airports operator.

The Commission, which opened its investigation in October, said at the time that it had strong doubts about the legality of the capital injection. These doubts are likely to have increased after news of the expected losses, though the figures could be revised.

IRI is contributing \$1,500bn of the new funding, with the other half due to come from

other market sources. So far, IRI has advanced Alitalia \$1,000bn and hopes to put in the remainder once the Commission has given its verdict on the plan.

The Commission is unlikely to force Alitalia to repay the money, but will probably demand restructuring measures that go beyond the current plan, carefully negotiated with Alitalia's unions.

This is the first time Alitalia has sought approval from Brussels for a state capital injection. It is in a stronger position than some of Europe's other ailing airlines, which have received government assistance more than once.

Under rules on state aid to the aviation sector, government help can be awarded only under controlled circumstances, such as when a company can show that the capital is being used for one-off restructuring.

Dow jumps

Continued from Page 1

mutual funds - new investments minus redemptions - jumped to \$24bn, the biggest net investment since May.

Ms Abby Cohen, who co-chairs the investment policy committee at Goldman Sachs, the US investment bank, said most of the good news expected for all of 1997 was already priced into the market. She expects a period of choppy trading before the market continues its upward run.

Philips' slide into loss

Continued from Page 1

Grundig people saying Philips had robbed Grundig. That is difficult to understand, as we have paid DM1.5bn," since taking control five years ago.

This included covering Grundig's trading losses and making the latest \$1,600m charge, with which the company hopes to buy its way out of burdensome accords with family shareholders running to 2004. It remains unclear whether the provision will be

enough to cover any ultimate deal.

Mr Boonstra insisted that there was "no unrest in the board of management" at Philips itself, following reported disagreements with two fellow directors and the abrupt departure this week of Mr Jan Timmer, his predecessor, from the supervisory board after less than five months. A third director, Mr Frank Caruba, is leaving in March but will remain a consultant.

Europe today

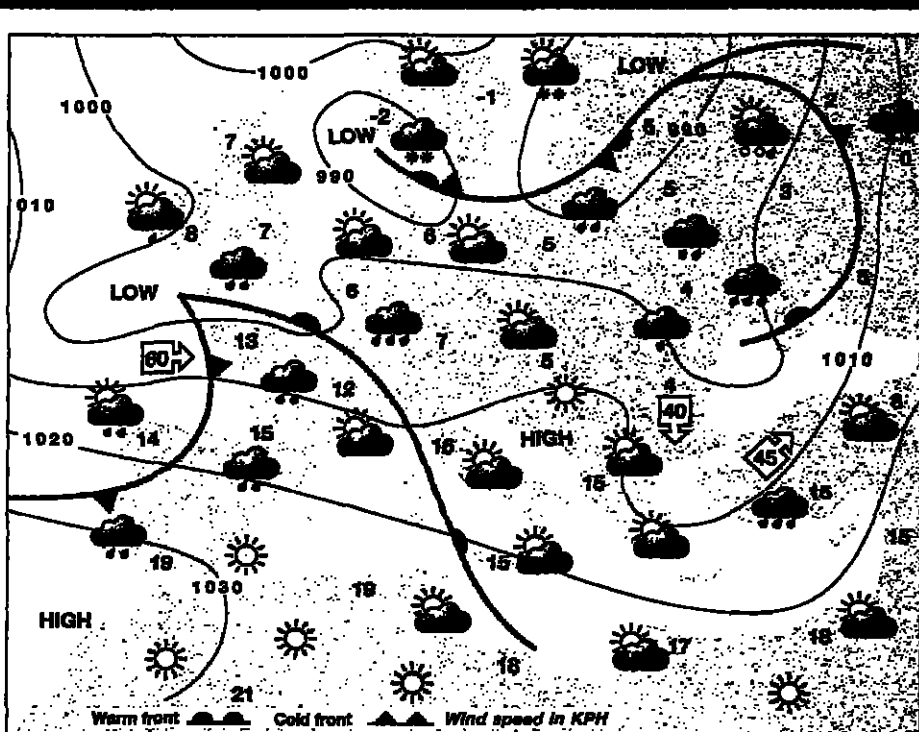
Most of Europe will remain unsettled with windy periods. The boundary between mild air to the south and wintry conditions to the north will be almost stationary over northern Denmark and southern Sweden.

France will be rainy with strong westerly winds in south-western coastal districts. Snow will fall in the western Alps above 1500 metres. Southern and south-eastern Europe will be partly cloudy. The western Black Sea areas will have occasional showers.

Five-day forecast


Wintery conditions will persist over Scandinavia with cold air moving towards northern Germany during the weekend. Unsettled conditions will remain over most of Europe. It will become calm with some sun over eastern Europe early next week.

FT WEATHER GUIDE



TODAY'S TEMPERATURES

Maximum	Belling	fair	8	Casaca	cloudy	30	Faro	sun	18	Madrid	cloudy	18	Rangoon	sun	33		
Celsius	Belfast	shower	6	Cardiff	rain	7	Frankfurt	rain	17	Majaca	rain	17	Reykjavik	rain	10		
Abu Dhabi	sun	23	Bernadine	shower	12	Casablanca	sun	18	Geneva	rain	11	Malta	fair	17	Rio	fair	31
Alca	sun	23	Berlin	shower	8	Chicago	fair	0	Gibraltar	sun	19	Manchester	fair	7	Rome	fair	18
Algiers	sun	20	Bermuda	shower	21	Cologne	shower	7	Glasgow	shower	7	Marseille	sun	3	S. Paolo	sun	18
Amsterdam	cloudy	8	Bogota	rain	21	Dakar	fair	27	Gosport	sun	19	Seabrooke	cloudy	24	Singapore	sun	28
Athens	cloudy	17	Bombay	sun	23	Dallas	cloudy	9	Halshidi	cloudy	-2	Mexico City	fair	28	Singapore	thund	32
Atlanta	rain	12	Brussels	rain	7	Delhi	sun	21	Hong Kong	cloudy	16	Miami	fair	28	Stockholm	cloudy	-2
B. Aires	fair	27	Budapest	cloudy	7	Dubai	rain	23	Honolulu	fair	28	Millen	cloudy	8	Streashovm	rain	8
B. Aires	fair	6	Chagan	sun	19	Hankow	sun	23	Jakarta	sun	23	Montreal	show	-3	Sydney	shower	48
Bangkok	fair	38	Cairo	sun	19	Edinbrough	fair	13	Jersey	rain	11	Munich	rain	7	Taipei	fair	18
Barcelona	cloudy	17	Cape Town	rain	26	Edinbrough	fair	7	Kerachi	sun	27	Nairobi	fair	26	Tokyo	sun	11
									Kuwait	sun	18	Naples	sun	13	Toronto	show	0
									L. Angeles	sun	23	Nassau	sun	28	Vancouver	rain	8
									L. Angeles	sun	21	New York	cloudy	13	Venice	sun	9
									Manama	sun	27	Nica	cloudy	13	Vienna	cloudy	12
									Liabon	shower	18	Niccolia	cloudy	17	Warsaw	rain	5
									London	cloudy	8	Oslo	cloudy	-2	Washington	rain	10
									Lux.bourg	shower	4	Paris	rain	11	Wellington	fair	20
									Lyon	rain	15	Perte	sun	28	Winnipeg	rain	12
									Lyon	rain	15	Perth	sun	28	Winnipeg	rain	12
												Perth	sun	28			



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Lufthansa

FINANCIAL TIMES COMPANIES & MARKETS

Friday February 14 1997

Week 7

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IN BRIEF

Gazprom project attracts \$7bn

A large project finance loan for Russia's Gazprom, the world's largest natural gas producer, is three times subscribed even before going into general syndication, according to sole arranger Dresdner Bank. The bank said it had already received underwriting offers worth more than \$7bn. The loan will go towards funding the construction of a 4,200km pipeline from the Yamal peninsula gas fields in western Siberia to Frankfurt am der Oder, an east German town, which is expected to start phased operation in 1998. Page 20

Williams Holdings to launch Chubb bid
Williams Holdings, the UK industrial conglomerate, is expected to launch a \$1.26bn (\$2.05bn) recommended offer for Chubb Security in a move which will make it one of the world's largest security products manufacturers. The bid would combine two of the largest locks and fire protection businesses in the UK. Page 18

Margarine hopes boost Raisio
Shares in Raisio, the Finnish food processor and chemicals group, continued soaring on the back of strong profits for 1996 and rising output of the cholesterol-cutting margarine that has fuelled big expectations for the company. Raisio shares closed on the day up FM16 at FM440. Page 14

American General to buy USLife
American General, the acquisitive Houston-based life assurance and financial services company, is to buy New York-based USLife in a stock swap worth about \$1.8bn. The acquisition is the biggest of five purchases American General has made in the past two years. Page 16

Talisman offers C\$1.5bn for Wascana
Talisman Energy, formerly the Canadian arm of UK-based energy group BP, has offered C\$1.5bn (\$1.1bn) in cash and shares for Wascana Energy, an oil and gas producer based in Regina, Saskatchewan. The bid is the latest in a flurry of deals in Canada's oil and gas industry where finances have benefited from rising oil prices and a flood of equity and debt issues. Page 18

Companies in this issue

Al-Ahram Beverages	15	Lagardere	15, 19
Alitalia	12	Land Lease	17
Alcon	22	Matsushita	5
American Airlines	4	McDonnell Douglas	1
American General	16	Metalgesellschaft	15
Andersen Worldwide	16	Middle East Airlines	17
Asturiana de Zinc	13	Mitsubishi Oil	5
Atlas Copco	14	NEC	16
Australian Mutual	18	National Westminster	18
Avesta Sheffield	14	Navistar	16
BMW	16	Nokia	15, 12
BP	5	PMP	17
Banesto	13	Packard Bell NEC	16
Barriok Gold	16	Pearson	13
Beeing	1	Penguin	13
Bouygues Shanghai	5	Pewco	17
Bre-X Minerals	16	Philips	15, 1, 12
C&P Homes	17	Pioneer	14
CSI	14	Placer Dome	16
Cargill	20, 6	Raisio	14
Chubb	12	Rank	18
Chubb Security	18	Raynolds Metal	22
Citibank	2	Rover	18
Clyde Petroleum	18	Royal Bank	18
Cognos	5	SSAB	14
Commercial Union	17	Scotch	14
Conoco	5	Scottish Amicable	15
Credit Foncier	14	Shell	18
Credit Immobilier	1	Shell Transport	18
DASA	1	Siemens	15
De la Rue	15	Sikorsky	5
Delphi Automotive	16	Stork	15
DuPont	5	Talisman Energy	18
Eurocopter	5	Tesco	18
Econ	5	Thal Farmers Bank	13
Ferretal	22	Thomson-CSF	15, 18
Fokker	15	Toyota Motor Credit	20
Freemont McMoran	20	Turklye Bank	20
Gazprom	20	USLife	17
General Motors	16	UTI	17
Glencore	13	United HealthCare	16
Groupe Bull	16	Ushor Sector	14
Gulf Canada	18	Wascana Energy	18
IBI	17	Williams Holdings	18
Int Finance Corp	20	YPF	16

Market Statistics

Annual reports service	25-27	FTSE Actuaries share indices	28
Benchmark Govt bonds	28	Foreign exchange	28
Bond returns and options	28	GBS prices	28
Commodity prices	22	London share service	26-27
Commodities prices	22	Managed funds service	23-25
Dividends announced, UK	13	Money markets	23
EMS currency rates	21	New int bond issues	30-31
Eurobond prices	20	Research issues, UK	28
Fixed interest indices	20	Short-term int rates	21
FTSE-100 World Index	32	US interest rates	21
FT Gold Mines Index	32	World Stock Markets	29
FTASIA Int bond s/c	20		

Chief price changes yesterday

FRANKFURT (DEM)	PARIS (FFP)
Alcoa	435 + 7
Alstom	818 + 15.5
Bois	68.5 - 5.8
Bois Par	579 - 6.5
Bois Par	1095 - 33
NEW YORK (DOL)	TOKYO (YEN)
Alcoa	374 + 25
Alstom	47 + 54
Bois	21 + 24
Bois Par	184 - 2
Bois Par	154 - 34
Bois Par	12 - 16
LONDON (Pence)	Taiwan (NTD)
Alcoa	1634 + 164
Alstom	420 + 79
Bois	315 + 451
Bois Par	3704 + 454
Bois Par	319 - 195
Bois Par	6414 - 331
TORONTO (C\$)	Thailand (Baht)
Alcoa	24.15 + 3.85
Alstom	6.85 + 1.45
Bois	18.3 + 1.85
Bois Par	2.25 - 0.4
Bois Par	5.0 - 1.0
Bois Par	4.05 - 0.4

New York and Toronto prices at 12.30pm.

Pearson faces £100m accounts charge

Discounting irregularities at Penguin USA prompt investigation by media group

By Raymond Snoddy and Jim Kelly

Pearson, the UK media and information group, surprised the City yesterday when it warned that "improper accounting" uncovered at its Penguin USA book publishing subsidiary might result in up to £100m (£163m) being written off the group's 1996 profits.

A senior book-keeper, believed to be a middle-aged woman, at Penguin USA in Bergenfield, New Jersey, has been dismissed. Some Penguin customers were given unauthorised discounts of between 4 and 5 per cent for early settlement of bills.

The discounts were not treated as bad debt and written off but consolidated as an asset through a complex series of transactions. An investigation has so far produced no evidence of personal gain.

The person involved was on a modest bonus scheme but this factor seems to have little relevance because the bonuses did not depend on early payment of accounts.

The problem came to light when Mr Michael Lynton, chairman and chief executive, and Ms Phillis Grann, president, took over at Penguin and

heard a rumour about irregularities. "We have done well to grab hold of it quickly," said Ms Scardino yesterday, who made it clear she intends to scrutinise Pearson accounts to make sure there are no similar problems elsewhere.

Banesto sells \$78m stake in mining group

By Tom Burns in Madrid

Spain's Banesto yesterday withdrew further from non-banking activities with the sale to Glencore, the Swiss trading group, of a 24.7 per cent stake in Asturiana de Zinc (AZZA), the world's fourth-largest zinc producer.

The deal, worth Pta18.2bn (\$78.4m), gives Glencore effective control of the Spanish mining and metals group.

The acquisition leaves Banesto, which three years ago owned 77 per cent of AZZA, with just 7.9 per cent. It paves the way for the bank's complete withdrawal from what had become an awkward industrial investment.

Glencore's arrival at AZZA as the main shareholder will be welcomed by international institutions which, in late 1994, bought 23 per cent of AZZA from Banesto in what was to be the first of several disposals by the Spanish bank.

The institutions - mostly UK-based - have weathered considerable price volatility even by the standards of a cyclical business such as AZZA's. The mining group's shares tumbled a year ago when the company revealed it had to make an extraordinary provision of Pta16.5bn to cover losses on a large position it held in zinc futures.

Glencore, which was looking to consolidate its zinc holdings, bought the offending position from the Spanish com-

pany, and the mining group announced its withdrawal from zinc options trading. Glencore will pay Banesto Pta1.820 per AZZA share; the mining company's shares rose 6 per cent to trade at about Pta1.840 yesterday after details of the acquisition agreement were disclosed.

Banesto had sold 23 per cent of its AZZA equity in December 1994 at Pta1.515. At the height of the company's troubles last year over its future position, the share price fell to Pta500. Last month, ahead of the Glencore agreement, Banesto placed a further 10 per cent of its AZZA equity among institutions at a price of Pta1.510 a share.

Glencore is unlikely to increase its shareholding in AZZA because ownership of more than 25 per cent of a company in Spain automatically triggers a takeover bid under stock market rules. But the stabilising presence of the Swiss group will probably spur Banesto into a final disposal of its AZZA equity in the near future.

The withdrawal from AZZA marks the virtual completion of Banesto's disinvestment from non-banking interests. The bank was one of Spain's leading industrial investors until it collapsed in 1993 and was taken over by Banco Santander, the leading domestic financial group.

Commodities, Page 22

Futures exchanges to combine clearing

By Laurie Morse in Chicago

The world's two largest futures exchanges yesterday resolved to combine their clearing operations to cut operating costs for the exchanges and their trading firm members.

The Chicago Board of Trade and the Chicago Mercantile Exchange have been thinking of combining clearing for more than 15 years. The push to go ahead is the result of pressure from member firms to cut costs.

The model for the joint clearing operation would be London. All London's futures exchanges clear their transactions through the London Clearing House, which last year was reorganised and recapitalised. Chicago futures executives say the LCH has given the London International Financial Futures Exchange a competitive tool in the global chase for derivatives business.

Mr Merton Miller, an economist on the CME board, said that if the CME-CBOT combination went ahead, New York's commodity exchanges, would have to be brought in. The CME has some clearing co-operation with Nymex and Comex.

Under the current Chicago system the two exchanges employ different trade-clearing organisations, resulting in overlaps in reporting and staffing for firms that operate in both markets.

The committee appointed to hasten the clearing combination discussions does not include representatives of the Chicago Board of Trade Clearing Corporation, the indepen-

dent body that clears CBOT business. Relations between the exchange and the CBOTCC have been strained and the CBOTCC's exclusion may be a signal that the CBOT is considering taking its business elsewhere. The CME's clearing house is a wholly-owned subsidiary of the exchange.

Mr Les Rosenthal, a member of the committee examining the joint clearing arrangement, said the clearing corporation had "not co-operated at all in the initiatives the exchange has proposed over the past year".

Commodities, Page 22

French ministers called in over Thomson-CSF sell-off

By David Owen in Paris

Mr Alain Juppé, the French prime minister, yesterday summoned the main protagonists in the privatisation of Thomson-CSF for a final round of meetings before deciding on detailed sale conditions for the defence electronics giant.

Six individuals were involved in the meetings. On the government side were Mr Jean Arthuis, finance minister; Mr Franck Borotra, industry minister; and the head of cabinet, Mr Charles Millon, defence minister.

On the industrial side were Mr Marcel Roulet, chairman of Thomson; Mr Serge Tchuruk, chairman of Alcatel Alsthom, the telecoms and engineering group; and Mr Jean-Luc Lagardere, chairman of Lagardere, the missiles-to-magazines

conglomerate that emerged as the government's preferred candidate in its first botched attempt last year to sell the entire Thomson group.

The meetings, understood to have been informal, came a day after Lagardere had thrown new confusion over the privatisation process by filing a complaint with France's highest legal body relating to that first failed attempt.

It is doubtful whether the government would have decided to make yesterday's meetings public without the uncertainty resulting from Lagardere's move.

In an interview in today's Les Echos, the French business newspaper, Mr Borotra said he thought Thomson-CSF's privatisation should be "the motor for the restructuring of the French defence electronics industry". The company should be the "federating element in the defence electronics pole that is necessary for our country".

He said he hoped the eventual solution would incorporate an industrial scheme that would trigger "the constitution of a European electronics pole of global scale that would leave the door open to the broadest possible level of European co-operation". It was desirable to bring together all French participants in the sector, he added, but this would be difficult to achieve.

The government has been pondering for two months whether to attempt another trade sale or to offer Thomson on the stock market. Mr Juppé's office reiterated that a decision would be taken before the end of the month.

Thai bank hit by bad loans

By William Barnes in Bangkok

Thai Farmers Bank, Thailand's third-largest bank, said yesterday it was putting aside Bt1.05bn (\$40m) in the first quarter of this year to cover non-performing loans.

The past year has seen an increase in non-performing loans at Thai banks, especially from the property and hire purchase sectors, as Thailand's weakening economy start to damage the banks' customers.

Thai Farmers' move upset an already weakened stock market where the Stock Exchange of Thailand index dropped 3.4 per cent to 688. Shares in Thai Farmers fell Bt9 to Bt100.

Thai Farmers said the provisions, up from Bt2.32bn in 1996, would have little effect on its profitability.

One broker estimated that non-performing loans at the bank made up about 3.5 per cent of total loans. For the top six banks in Thailand, non-performing loans account for about 7 per cent of the total, compared with 6 per cent a year ago.

Thai Farmers' moves may bring its provisions up to 50 per cent of non-performing loans from approximately 40 per cent at the end of last year. Provisions at Bangkok Bank, the country's largest bank, are about 75 per cent of official non-performing loans.

The top six banks' cover last year was 44 per cent - double the average provisions taken

by the whole of the banking sector. That suggests some small and medium-sized Thai banks, which have been equally enthusiastic lenders to the main problem customers, could be "whiplashed" by provision charges towards the end of the year.

There are fears that Thailand's commercial banks have yet to admit the extent of the damage to their loan portfolios. "We know that banks will have to make really high charges this year," one broker said.

Asia Equity, the stockbroker, lowered its profits forecast at Thai Farmers this year from Bt12.63bn to Bt11.78bn compared with Bt11.86bn last year.

World stocks, Page 32

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COMPANIES AND FINANCE: EUROPE

Margarine hopes boost Raisio

By Hugh Carnegie in Helsinki

Shares in Raisio, the Finnish food processor and chemicals group, continued soaring yesterday on the back of strong profits for 1996 and rising output of the cholesterol-cutting margarine that has fuelled expectations for the company.

Raisio shares jumped more than 6 per cent to FM447 before falling back to close the day at FM16 at FM440. This price is some seven times the level of early last year, when international investors began buying the

hitherto obscure stock because of expected good prospects for the margarine. The company, based in western Finland, said sales of Benecol, which includes an ingredient that lowers the body's cholesterol intake, had risen in November and December because of increasing availability of the raw material for the special additive. "Production-wise, we are in a good situation," it said.

Although Raisio supplied no details, the comment gave hope to investors that the company was gradually

overcoming the bottleneck in supply of the plant sterols needed to make the essential ingredient in Benecol. The margarine is at present available only in Finland, but is widely expected to prove an international blockbuster when raw material supplies, a by-product of vegetable processes such as wood pulping, are secured.

The company repeated that it intended to begin exporting Benecol to Sweden this year but did not specify when.

In the meantime, Raisio said pre-tax profits in 1996

rose from FM140m to FM162m (\$32.7m) on sales up 32 per cent from FM3.2bn to FM3.9bn.

However, earnings per share slipped from FM6.26 to FM6.13. The board has yet to recommend a dividend.

The best performance came in Raisio's chemicals division, rather than its foodstuffs operations. Sales of chemicals - mainly the pulp and paper industry - rose 24 per cent to FM1.36bn, while profits more than doubled from FM48m to FM101m after a weak 1995.

Sales in the foodstuffs divi-

sion rose 32 per cent to FM2bn, but this was mainly because of acquisitions overseas. Profits fell from FM96m to FM74m. A rise in grain prices, which were not passed on in prices, and poor performance in Poland, one of Raisio's chief foreign markets, were behind the fall.

High research and development costs were also a factor. Raisio said R&D spending on Benecol reached FM22m, out of a group total of FM57m.

World stocks, Page 35

Losses at Scitex deepen to \$178m

By Judy Dempsey in Jerusalem

Scitex, the Israeli-based world leader in the development, manufacturing and marketing of visual information communication products, reported a net loss and a sharp fall in revenues for 1996, caused largely by a decline in the graphic arts market.

Net losses amounted to US\$178.3m, or \$4.16 a share, after net losses in 1995 of \$34.5m, or 81 cents. Sales fell from \$730.2m in 1995 to \$685m last year.

The losses occurred in the graphic arts division, while sales at Scitex Digital Printing, its high-speed printing division, rose 57 per cent to \$162m.

Mr Yoram Chelouche, president and chief executive of Scitex, whose high-tech and innovative printing products catapulted the company on to world markets in the early 1990s, said: "Last year was our worst ever. It was a year during which the graphic arts market contracted sharply."

Mr Chelouche recently embarked on a radical restructuring programme which includes making the company more flexible, reducing the workforce and shaking up the management, which analysts said responded too slowly to the slowdown in the graphics arts market.

Scitex, listed on Wall Street, is a subsidiary of Clal, one of Israel's leading conglomerates. Clal expects changes when Mr Isaac Kaul, former chairman of Bezeq, Israel's state telecom network, takes over as president and chief executive next month.

Analysts said the performance of Scitex could be a warning to other Israeli high-tech companies, which are fast becoming the backbone of the country's export economy.

They are increasingly launched on the New York Stock Exchange with high expectations, but lack of international experience has left some of them ill-equipped to deal with the pace of change in high-tech communications.

EUROPEAN NEWS DIGEST

Crédit Immobilier warns on CFF bid

Hopes of a lifeline for troubled property lender Crédit Foncier de France were shaken last night after rival lender Crédit Immobilier de France said it might withdraw its offer of a partial takeover.

Crédit Immobilier is proposing to take over from Crédit Foncier management of some of its housing loans, but wants to hire only 1,500 of Crédit Foncier's 3,200 staff. Terms of the deal have not been disclosed.

Mr Gerard Martin, chairman of Crédit Immobilier, said: "If by the end of March no decision has been taken by the public authorities, we might be constrained to withdraw our bid."

Crédit Foncier shareholders last week approved a series of measures designed to give the bank two years to overcome its financial crisis, which was sparked by losses in 1995 of FF10.8bn (\$1.9bn). Earlier this year, a mediator was appointed to review government plans for Crédit Foncier, after employees occupied its Paris headquarters.

AFP News, Paris

Siemens lifts sales forecast

Siemens, the German electronics group, said yesterday a favourable foreign exchange market and low interest rates had prompted it to revise upwards its forecasts for sales and new orders in the current year to end-September. It did not provide specific figures. The company originally forecast a 4 per cent increase in revenue for the period and "slightly lower" growth in order inflow.

"We expect the rise in new orders and sales for the current year to be above our original, somewhat subdued, forecasts," Mr Heinz von Pierer, chairman, said. However, he warned against extrapolating full-year figures from the first-quarter results. In the first three months, new orders climbed 22 per cent, mainly because of several large long-term projects. Sales rose 6 per cent.

Mr Pierer said the company was sticking to its forecast of flat net earnings of about DM2.5bn (\$1.6bn) for the current financial year, but it expected an increase in 1997-98. The shares closed DM0.30 higher at DM87.35.

Sarah Althaus, Frankfurt

Moody's cautions on Usinor

Moody's Investors Service, the credit rating agency, has warned that the plans of Usinor Sidor, the French steel group, for a strategic alliance with Corporación Siderúrgica Integral, the Spanish steel maker, could weaken its ability to reduce its debt. The warning follows an announcement by the French group this week that it was interested in investing in the state-held Spanish producer, which is being considered for privatisation.

Moody's said: "The acquisition of this Spanish steel producer will increase the tonnage sold by Usinor Sidor in the market for European flat products, where there are some difficulties. As a result, Usinor Sidor's capacity to achieve a durable reduction in debt could be weakened as a result of its increased vulnerability to competitive pressures in a cyclical market."

However, Moody's expects Usinor to be able to control this risk, and to maintain its current debt rating. It rates Usinor's senior unsecured debt Baa2. AFX News, Paris

Pioneer launches Polish fund

Pioneer, the US mutual fund management group, has set up Poland's first real estate investment fund. The \$60m fund aims at office, retail and warehousing projects. Mr. Andrew Gutowski, who heads the fund, said agreements to invest would be closed with Polish financial institutions by the end of March. US investors will be brought in by the end of May. Warsaw has commercial real estate projects in progress worth \$400m, he estimates.

Christopher Bobinski, Warsaw

Cost cuts help Atlas Copco in fourth term

By Greg Melvor in Stockholm

Cost-cutting and efficiency measures helped Atlas Copco, the Swedish engineering group, to lift fourth-quarter pre-tax profits 6 per cent, from SKr786m to SKr838m (\$113m).

Rationalisation benefits helped the group, which earns virtually all its revenues from exports, to overcome the effect of a stronger krona and weak European demand. Full-year pre-tax profits advanced from SKr2.8bn to SKr3.1bn.

Earnings per share were SKr10.58, against SKr9.93. The shares eased SKr1 to SKr173 in Stockholm yesterday.

Mr Michael Treschow, chief executive, who in April is to take over at Electrolux, the Swedish household appli-

cations maker, said there was no sign of any strengthening in European demand so far in 1997.

"We would guess that [European] demand, at least this side of the summer, will probably stay flat," he said. Mr Treschow is to be replaced by Mr Giulio Mazzalupi, head of Atlas's main compressor division.

Mr Treschow said restructuring efforts in 1996 were behind an improvement in the operating margin from 10.9 per cent to 11.7 per cent. Some 0.5 per cent of the increase was due to non-recurring gains, although these were balanced by a SKr200m negative impact of the stronger krona - equivalent to 6.8 per cent of orders and sales.

The company said earnings would increase in 1997 as a result of efficiency

improvements. Mr Treschow said the impact of this year's restructuring, which included the relocation of several units, would begin to be felt this year.

"We believe the Americas will continue to show sales growth, as will Asia. But overall we have a flatish opinion for the year," he said. Atlas was equipped for acquisitions and was keen on making a large purchase in Asia, he said, although it was unclear when the opportunity might arrive.

Orders in 1996 slipped from SKr11.7bn to SKr11bn. Full-year group sales rose from SKr24.45bn to SKr25.1bn.

Fourth-quarter operating profits in construction and mining equipment slipped from SKr128m to SKr121m. Sales were SKr1.6bn, versus SKr1.7bn.



Michael Treschow: European demand expected to stay flat

Price pressure hits Swedish steel groups

By Greg Melvor

Falling steel prices and sagging demand were blamed for a big slide in profits at Sweden's big two steel groups, Avesta Sheffield - the company controlled by British Steel - and its larger rival SSAB.

Avesta posted a pre-tax loss for the October to December period of SKr160m (\$21.5m), against a SKr952m profit last time. Sales fell 24 per cent, from SKr5.3bn to SKr4.2bn.

SSAB, reporting fourth-quarter figures, said pre-tax earnings halved from SKr973m to SKr488m. Reduced steel consumption combined with inventory run-down by customers hit orders and put prices under pressure throughout 1996.

The company said steel prices fell 15 per cent, measured in Swedish kronor, pushing down quarterly sales from SKr4.9bn to SKr4.4bn. It estimated that steel consumption in Sweden, its main market with

one-third of sales, fell by just under 15 per cent over the year.

SSAB's results were above market expectations and the shares gained SKr3 to close at SKr118.50. Avesta's profits were below analysts' estimates but the shares edged up SKr1.50 to SKr76 in heavy trading.

Mr Peter Dupont, metals analyst at UBS in London, said: "Obviously the numbers are weak, but investors are prepared to look through them. There is a reasonable

chance that transaction prices [for steel] will move up in the first quarter."

Mr Per Molin, who is to be replaced by Avesta chief executive in April by Mr Stuart Pettifor of British Steel, said prices had reached bottom. However, it was unclear if a reversal of fortunes was imminent or if it would take "a few more months".

He said costs for commissioning and working up of new plant facilities at Avesta and Nyby rose

steeply - an important factor behind the loss.

Avesta said final quarter performance would remain weak but an improvement was expected from April. Some competitors planned to increase prices by 7-8 per cent and benefit would be felt from rising nickel prices.

Avesta recorded a SKr136m nine-month loss, compared with a SKr3.1bn profit last time. For the full year, SSAB's pre-tax profits dropped from SKr3.8bn to SKr2.1m.

NOTICE OF AN ADJOURNED MEETING OF BONDHOLDERS

DAIWA RAKUDA INDUSTRY CO., LTD

(the "Company")

U.S.\$85,000,000 1 per cent. Guaranteed Bonds due 1997 (the "Bonds")

Guaranteed by the Fuji Bank, Limited

(the "Guarantor")

The Sumitomo Bank, Limited at Temple Court, 11 Queen Victoria Street, London EC4N 4TA (the "Principal Paying Agent") on behalf of Tokai Trust Company of New York (the "Trustee") hereby gives notice to the holders of U.S.\$85,000,000 1 per cent. Guaranteed Bonds due 1997 issued by the Company (the "Bonds") that, pursuant to the provisions of the Trust Deed dated 24 June 1993 made between the Company, the Guarantor and the Trustee (the "Trust Deed") relating to the Bonds (copies of which are available for inspection at the offices of the Paying Agents specified below), an adjourned meeting of the holders of the Bonds (the "Bondholders") will be convened at the offices of Clifford Chance, 200 Aldersgate Street, London EC1A 4DJ, on 27 February 1997 at 12:00 p.m. (London time) (the "Adjourned Meeting").

The Adjourned Meeting will consider and vote upon the Resolution (which will, if passed, confirm the Bondholders' consent and approval to the appointment of Tokai Trust Europe Limited as new trustee (the "New Trustee") under the Trust Deed in place of Tokai Trust Company of New York (the "Existing Trustee") and authorise the Company, the Guarantor, the Existing Trustee, the New Trustee and all other relevant persons to do such further things and execute all such further documents as they may in their absolute discretion consider necessary in that regard) which was the subject of a notice of meeting dated 13 December 1996 published in this newspaper on that date which gave notice of a meeting to be held on 23 January 1997 at 10:00 a.m. at the offices of Clifford Chance, 200 Aldersgate Street, London EC1A 4DJ (the "First Meeting"), which Resolution will be proposed as an Extraordinary Resolution in accordance with the provisions of the Trust Deed. At the First Meeting, a quorum was not present and it stood adjourned to the time and place mentioned above, as designated by the Chairman of the First Meeting. Unless otherwise specified, defined terms used in this Notice have the meanings given to them in the Trust Deed.

The quorum as required at this Adjourned Meeting will be two or more persons present in person holding Bonds or voting certificates or being proxies and holding or representing whatever the principal amount of the Bonds to be held or represented.

Any voting certificate(s) issued, any voting instruction(s) given and any appointment(s) of a proxy made pursuant thereto for the First Meeting will be valid for the Adjourned Meeting unless, in the case of voting certificates, surrendered before, or, in the case of voting instructions, revoked or amended not less than 48 hours before, the time for which the Adjourned Meeting is convened.

Any Bondholder who, for the purpose of obtaining a voting instruction form or a voting certificate, deposited his or her Bonds with any Paying Agent or (to the satisfaction of such Paying Agent) gave instructions to Codel Bank, Société Anonyme or Morgan Guaranty Trust Company of New York, Brussels office as operator of the Euroclear System for his or her Bonds to be held to the order of or under the control of such Paying Agent, later than 48 hours before the time appointed for holding the First Meeting and who consequently was not issued with a voting instruction form or voting certificate will, provided such Bonds have not been released, be issued with a voting instruction form or, as the case may be, a voting certificate for use in connection with the Adjourned Meeting.

Other voting information as set out in the notice of meeting published on 13 December 1996 in relation to the First Meeting apply equally to this Adjourned Meeting.

This notice is governed by, and shall be construed in accordance with, English law.

Principal Paying Agent
The Sumitomo Bank, Limited
Temple Court
11 Queen Victoria Street
London EC4N 4TA

Payable Agents
Kreditbank S.A.
Luxembourg
43 Boulevard Royal
2955 Luxembourg

Morgan Guaranty Trust
Company of New York
Avenue des Arts 35
1040 Brussels

Union Bank of Switzerland
Bahnhofstrasse
8001 Zurich

14 February 1997



SNC-LAVALIN



Michael Novak

Jacques Lamarre, President and Chief Executive Officer, is pleased to announce the appointment of Mr. Michael Novak as President of SNC-Lavalin International Inc. and member of the Office of the President.

Mr. Novak will be responsible for the continued international business development of SNC-Lavalin through its large marketing network, strategic alliances and acquisitions. He brings extensive experience in the negotiation of national and international contracts in engineering-construction, including Build Own Operate Transfer (BOOT) and turnkey-type transactions, acquisitions and joint ventures. As a long-time member of senior management, he has actively participated in strategic planning for the Group.

Mr. Novak joined the Group in 1986 as Legal Counsel, and was named Vice-President, Law, in 1989 and Senior Vice-President, Law, in 1995. He is a member of the Bar of the Province of Quebec and holds a B.Sc., LL.B. and B.C.L. from McGill University, Montreal, Canada. He also attended Harvard University's Advanced Management Program.

The SNC-Lavalin Group is Canada's largest engineering-construction firm and one of the biggest in the world. It has a proven track record of successful projects in sectors such as mining and metallurgy, chemicals and petroleum, pulp and paper, power, transportation, telecommunications, aerospace, agri-food, infrastructure and the environment. It provides engineering, procurement, construction as well as project and program management services on a fee-for-services basis or turnkey, as well as internationally-sourced project financing and/or equity investment for BOT and BOO projects. The company has 6,200 employees in offices across Canada and 30 other countries, and is currently working on projects in more than 70 countries.

SNC-LAVALIN Group Inc.



St. George Bank Limited

(Incorporated in New South Wales)

A.C.N. 055 535 070

U.S. \$100,000,000

Floating Rate Notes due 1998

Notice is hereby given that for the Interest Period 13th February, 1997 to 13th May, 1997 the Notes will carry a Rate of Interest of 6.0125% per annum. The Interest Amounts payable will be U.S. \$148.64 per U.S. \$100,000 Note and U.S. \$1,486.42 per U.S. \$1,000,000 Note. The Interest Payment Date will be 13th May, 1997.

Bankers Trust
Company, London

Agent Bank

Notice of an Adjourned Meeting of Noteholders

JDC Corporation

(the "Company")

U.S.\$140,000,000

1 1/4 per cent. Guaranteed Notes due 1997

(the "Notes")

Guaranteed by

The Tokai Bank, Limited

(the "Guarantor")

The Mitsui Trust and Banking Company, Limited at its offices at 5th Floor, 6 Broadgate, London EC2M 2TB (the "Principal Paying Agent") on behalf of Tokai Trust Company of New York (the "Trustee") hereby gives notice to the holders of U.S.\$140,000,000 1 1/4 per cent. Guaranteed Notes due 1997 issued by the Company (the "Notes") that, pursuant to the provisions of the Trust Deed dated 17 June 1993 made between the Company, the Guarantor and the Trustee (the "Trust Deed") relating to the Notes (copies of which are available for inspection at the offices of the Paying Agents specified below), an adjourned meeting of the holders of the Notes (the "Noteholders") will be convened at the offices of Clifford Chance, 200 Aldersgate Street, London EC1A 4DJ, on 27 February 1997 at 12:00 p.m. (London time) (the "Adjourned Meeting").

The Adjourned Meeting will consider and vote upon the Resolution (which will, if passed, confirm the Noteholders' consent and approval to the appointment of Tokai Trust Europe Limited as new trustee (the "New Trustee") under the Trust Deed in place of Tokai Trust Company of New York (the "Existing Trustee") and authorise the Company, the Guarantor, the Existing Trustee, the New Trustee and all other relevant persons to do such further things and execute all such further documents as they may in their absolute discretion consider necessary in that regard) which was the subject of a notice of meeting dated 13 December 1996 published in this newspaper on that date which gave notice of a meeting to be held on 23 January 1997 at 10:00 a.m. at the offices of Clifford Chance, 200 Aldersgate Street, London EC1A 4DJ (the "First Meeting"), which Resolution will be proposed as an Extraordinary Resolution in accordance with the provisions of the Trust Deed. At the First Meeting, a quorum was not present and it stood adjourned to the time and place mentioned above, as designated by the Chairman of the First Meeting. Unless otherwise specified, defined terms used in this Notice have the meanings given to them in the Trust Deed.

The quorum as required at this Adjourned Meeting will be two or more persons present in person holding Notes or voting certificates or being proxies and holding or representing whatever the principal amount of the Notes to be held or represented.

Any voting certificate(s) issued, any voting instruction(s) given and any appointment(s) of a proxy made pursuant thereto for the First Meeting will be valid for the Adjourned Meeting unless, in the case of voting certificates, surrendered before, or, in the case of voting instructions, revoked or amended not less than 48 hours before, the time for which the Adjourned Meeting is convened.

Any Noteholder who, for the purpose of obtaining a voting instruction form or a voting certificate, deposited his or her Notes with any Paying Agent or (to the satisfaction of such Paying Agent) gave instructions to Codel Bank, Société Anonyme or Morgan Guaranty Trust Company of New York, Brussels office as operator of the Euroclear System for his or her Notes to be held to the order of or under the control of such Paying Agent, later than 48 hours before the time appointed for holding the First Meeting and who consequently was not issued with a voting instruction form or voting certificate will, provided such Notes have not been released, be issued with a voting instruction form or, as the case may be, a voting certificate for use in connection with the Adjourned Meeting.

Other voting information as set out in the notice of meeting published on 13 December 1996 in relation to the First Meeting apply equally to this Adjourned Meeting.

This notice is governed by, and shall be construed in accordance with, English law.

Principal Paying Agent
The Mitsui Trust and Banking Company, Limited
5th Floor
6 Broadgate
London EC2M 2TB

Payable Agents
Mitsui Trust Bank (Europe) S.A.
Avenue des Arts 35
1040 Brussels

Nikko Bank (Luxembourg) S.A.
16 Boulevard Royal
2449 Luxembourg

The Tokai Bank, Limited
Rodenstraat 51-53
40135 Frankfurt am Main 17

Tokai Bank Nederland N.V.
Kalenbergdijk 452
1016, OD Amsterdam

14 February 1997

DM 100,000,000

Bank Austria

Z-Länderbank Bank Austria Aktiengesellschaft

(Incorporated with limited liability under the laws of the Republic of Austria)

Fixed/Inverse Floating Rate Notes due 2000

Notice is hereby given that for the six months Interest Period from February 14, 1997 to August 14, 1997 the Notes will carry an Interest Rate of 15.60157% per annum. The Interest payable on the relevant Interest payment date, August 14, 1997 will be DM 7,844.12 per DM 100,000 denomination.

By: The Chase Manhattan Bank
London, Agent Bank

February 14, 1997



NOTICE OF EARLY REDEMPTION

To the Holders of

Statens Bostadsfinansieringsaktiebolag, SBAB

(the "Issuer")

ECU 50,000,000

Subordinated Variable Rate Notes due 2002

(the "Notes")

NOTICE IS HEREBY GIVEN that, in accordance with Condition 8(c) of the Terms and Conditions, all of the outstanding Notes will be redeemed by the Issuer on March 26, 1997. The Issuer will redeem the Notes at their principal amount, plus accrued interest to the date fixed for redemption (the "Redemption Date"). Payment will be made by credit or transfer to an ECU account specified by the payee upon presentation and surrender of the Notes together with all coupons appertaining thereto maturing on or after the Redemption Date at the offices of the Paying Agents listed below. Interest on the Notes shall cease to accrue therefrom and the Coupons for any such interest maturing after the Redemption Date shall be void, irrespective of whether or not such Notes and Coupons have been surrendered for payment. The Notes are being redeemed pursuant to the provisions of the Agency Agreement dated as of March 26, 1992, between the Issuer and Morgan Guaranty Trust Company of New York.

FISCAL AGENT AND PAYING AGENT

Morgan Guaranty Trust Company of New York

60 Victoria Embankment

London EC4Y 0JP

PAYING AGENT

Morgan Guaranty Trust Company of New York

Avenue des Arts, 35

B-1040 Brussels

STATENS BOSTADSFINANSIERINGSAKTIEBOLAG, SBAB

By: Morgan Guaranty Trust Company of New York

as Fiscal Agent

Dated: February 14th, 1997

COMPANIES AND FINANCE: EUROPE/MIDDLE EAST

Nokia profits rebound to FM1.7bn

By Hugh Carnegie in Helsinki

Nokia, the Finnish mobile telecommunications group, yesterday announced a 75 per cent rise in profits in the last quarter of 1996, confirming its forecast rebound from depressed earnings at the end of 1995 and in the early months of last year.

The result followed news earlier this week of a 40 per cent rise in profits at Ericsson - Nokia's Swedish rival - and underlined a trend of

strong growth in world mobile telecoms markets.

Nokia, the world's second-largest supplier of mobile handsets, behind Motorola of the US, said pre-tax profits in the fourth quarter rose from FM949m to FM1.7bn (\$340.8m). It was driven by a 37 per cent increase in sales of handsets - its flagship division - and a 30 per cent rise in sales of telecom systems equipment, mainly mobile systems.

Group sales rose from

FM10.9bn to FM12.7bn. "The problems we had in mobile [handsets] are now firmly behind us," said Mr Jorma Ollila, Nokia chief executive. "We are very pleased with what we were able to achieve in the fourth quarter. We are now stronger than ever to meet the challenges of 1997."

Full year pre-tax earnings, down from FM4.9bn to FM3.9bn, were hit by internal production problems and some market weakness in

the US at the end of 1995 which sent the mobile handset division into the red. Full-year sales rose from FM36.6bn to FM39.3bn.

Earnings per share for the full year slumped from FM14.36 to FM10.73, but rose in the fourth quarter from FM3.86 to FM5.03. The annual dividend was raised from FM3 a share to FM3.50. Like Ericsson, Nokia reported strong cash flow, wiping out its net debt.

Nokia's most-traded

A shares rose 2.5 per cent in Helsinki, reaching the year's high of FM332 before closing up FM8 on the day at FM331. It slipped on profit-taking later in New York.

The mobile handset division - the world's leading supplier of digital handsets - returned a full-year operating profit of FM1.4bn, down from FM1.7bn in 1995. But sales were up from FM16bn to FM21.6bn.

Nokia does not give quarterly divisional profits, but

Mr Ollila said the handset unit profit was earned in the second half, implying an operating profit margin in that period of 13 per cent.

Price pressure meant margins slipped in the infrastructure division while operating profits for the full year rose from FM2.7bn to FM3bn, slower than the rise in sales from FM10.3bn to FM13.3bn. But 1996 operating margins hit 22.4 per cent.

Lex, Page 12

INTERNATIONAL NEWS DIGEST

Metallgesellschaft drops AGIV deal

Metallgesellschaft, the German industrial and trading group, said yesterday it had pulled out of its planned purchase of a 50 per cent stake in AGIV, the loss-making industrial company, from BHF-Bank after failing to complete a due diligence study of the deal.

The decision followed the announcement late on Tuesday that AGIV had halted the due diligence process, a prerequisite for the purchase, because of management "uncertainty" over negative press reports about the company's financial position.

"We looked at the conclusions of the due-diligence process so far and decided that there was enough reason for us to pull out of the planned acquisition and make use of the opt-out clause in the agreement," Metallgesellschaft said. It stressed that the decision to withdraw "had nothing to do with differences over the purchase price". The planned deal, announced last month, had been estimated to be worth about DM500m (\$287m).

Metallgesellschaft, which has undergone a radical restructuring since brushing with bankruptcy in 1983, stressed that it would continue to seek further acquisitions as part of a strengthening of its core activities, comprising chemicals, plant engineering and contracting, trading and building technology. The AGIV deal would have created a fifth division in process control and measurement technology.

The news will come as a blow to BHF-Bank, whose profits have been held back by AGIV not paying dividends. The sale of the stake, which the German bank has held since 1974, was also aimed at further reducing BHF-Bank's industrial investment portfolio. AGIV, which has been refocusing on its main electronics, engineering and services businesses, has forecast a turnaround in 1997 after two consecutive years of losses. Turnover last year totalled about DM9.7bn.

Sarah Althaus, Frankfurt

Fresh hope for Fokker

Fokker, the Netherlands' bankrupt aircraft maker, was offered a further chance of survival yesterday. It emerged that local businessmen were looking to secure Singaporean capital to continue the production of its regional jets, which will otherwise cease this spring.

Mr André Delaye, the Belgian head of Begemann, a Dutch investment group, is understood to be co-ordinating a proposed consortium which would also involve Stork, the Naarden-based industrial group which last year bought Fokker's profitable parts and maintenance activities.

NRC Handelsblad, the country's afternoon daily, yesterday named the other potential partner as Singapore Technologies Aerospace (ST Aero), an offshoot of the government-linked Singapore Technologies Industrial Corp.

ST Aero is a minority participant in China's project to build a 100-seater jet, a size of aircraft already produced by Fokker. The Dutch aircraft builder collapsed last March when Dasa, part of Germany's Daimler Benz, refused to inject fresh capital into its then subsidiary. Hopes for a rescue dwindled in December when the Dutch government and receivers ended talks with Samsung of South Korea and Short Brothers of Northern Ireland, supplier of its wings, and said it could accept no fresh orders because of Fokker's uncertain future.

Shorts was yesterday reported to be willing to consider proposals by the new group. Gordon Crumb, Amsterdam

Al-Ahram GDRs up sharply

Global Depository Receipts in Egypt's privatised alcohol and soft drinks group Al-Ahram Beverages yesterday ended trading about 21 per cent above the issue price, a day after the GDR offering was seven and a half times oversubscribed.

The GDRs - receipts, in this case worth half a share, issued in lieu of shares in a company located in an overseas market - were issued at \$15.50. They were yesterday being traded at between \$18.50 and \$19.

The offering came from the US-based Luxor Group, which bought 75 per cent of the company from the Egyptian government at - in effect - \$20.20 a full share, on the undertaking it would later reinvest gains from the issue in the stock. Luxor Group's payment for the government's shares will not be made until February 24, when it will also deposit a \$230m (\$5.8m) letter of credit with the government guaranteeing that it will carry out a \$230m programme of investment in new production plant.

The brewery company's share price on the Cairo Stock Exchange, where 25 per cent of the company is quoted, rose \$24.73 overnight to \$2120.10 (\$35.42) at yesterday's close.

Mark Hubbard, Cairo

Lagardère gives Thomson plot a fresh twist

The group's complaint over last year's failed sell-off raises the spectre of fresh complications

Where now for the troubled Thomson dossier? This week's decision by Lagardère to file a complaint with France's highest legal body over last year's botched attempt to privatise the French state-controlled electronics giant raises the spectre of fresh complications in a process already dogged by misadventure and delay.

The crucial question, raised but not answered in yesterday's French business press, is whether an eventual judgment by the Conseil d'Etat could place in doubt the validity of a new privatisation process that is likely to be well advanced - if not completed - before the judgment is made.

The office of Prime Minister Alain Juppé is apparently sure that it would not. It preferred Lagardère's proposal in the first privatisation attempt last October. Its reaction when the news of the missiles-to-magazines conglomerate's complaint broke on Wednesday evening was that it would result in "absolutely no change" to the new process under way.

Observers have been waiting for two months for detailed sale conditions from the government, which has decided this time to sell its 58 per cent-owned Thomson-CSF defence electronics



Alain Juppé (left) plans a second sale, in which Jean-Luc Lagardère (centre) and Serge Tchuruk (right) may again compete

business separately from the money-draining Thomson Multimedia consumer electronics operation.

It is still trying to decide whether to attempt another trade sale or to offer Thomson-CSF on the stock market - with or without a group of stable shareholders. Mr Juppé recently promised an announcement on the nature of the new process before the end of this month.

But if an annulment of the independent privatisation commission's rejection of

Lagardère's original offer for the entire Thomson group is unlikely, what does the company hope to gain by an action which risks harming its chances of winning Thomson-CSF second time around?

Financial compensation is one possible motive, along with satisfied honour. Lagardère shares soared more than 23 per cent the day after the government's preference for its original offer was

announced. They fell more than 7 per cent after the terms of its bid were rejected.

Another motive suggested yesterday was that the group might be trying to deter the government from plumping for an out-and-out share sale by sowing confusion among prospective investors. Yet another was that it intended the complaint as a warning of the possible consequences of selling Thomson-CSF to a different bidder at the end of the second process.

What is not in doubt is that the group, under its leader Mr Jean-Luc Lagardère, remains interested in Thomson-CSF, in line with its dream of becoming Europe's largest defence electronics company.

If the government's choice is for a second trade sale, then it seems highly likely that the process would again pitch Lagardère against Alcatel Alsthom, the telecoms and engineering group it appeared to have beaten in the first contest.

This time, however, the opposition is likely to be more formidable, since any Alcatel bid would almost certainly be in association with Aerospatiale and Dassault, France's two aircraft companies.

The combination of this powerful trio with Thomson-CSF would create a huge vertically integrated defence combine, making everything from basic electronic components to weapons systems and jet fighters. Mr Serge Tchuruk, Alcatel chairman, recently outlined his new vision in an interview with Le Monde, the Paris newspaper.

Some believe, ironically, that one effect of Lagardère's action may be to speed up marginally the government's publication of detailed sales conditions, since it will be under increased pressure to demonstrate that the complaint will not affect the new process.

For the moment, however, the overriding impression is of still greater confusion. That can only please the new giants of the US defence industry, formed by the sort of rapid consolidation from which the European defence sector is still shrinking.

David Owen

Philips strategy on electrical goods a year away

By Gordon Crumb in Eindhoven

It will take another year for Philips to resolve what its strategy should be in the increasingly competitive market for high volume electronics goods, according to Mr Cor Boonstra, the Dutch group's president.

"We are well aware that a company cannot have a future only by reorganising and restructuring," he said while unveiling its latest slide into loss. "We are doing more than that." The group had a market position which was both "defensible and expandable", particularly in areas such as computer monitors, where it supplied leading brands.

Smart card unit sold to joint venture partner De la Rue

De la Rue, the UK security printer, is to buy Philips Smart Cards & Systems, the latest unit to be divested by the Dutch group, writes Gordon Crumb.

PSCS, which has been part of Phil-

ips' industrial electronics division, employs almost 300 people at its French base and had sales last year of F1100m (\$53m). Since mid-1993 it has had a joint venture with De la Rue,

whose work in magnetic stripe card production and personalisation was combined with PSCS's smart card technology. PSCS supplies the banking, mobile phone and pay-TV industries.

The locations it chose to conduct such activities were less certain, he added. The group still devotes more than half its capital investment to Europe, "and you can ask if that is the right percentage" in a slow growth, high wage environment.

Capital spending is in any event being reined in this year from the F1.45bn (\$2.38bn) of 1996, according

to Mr Dudley Eustace, chief financial officer.

Gearing rose to 42 per cent by December from 34 per cent a year earlier, because Philips was returning liabilities to the balance sheet through unwinding a debt factoring programme created in even worse times, when that was the only way it could raise funds.

The company incurred negative cash flow last year

of F1.86bn, widened from a F1.18bn deficit. The group's main declared financial target for this year is to turn that into a positive cash position of at least F1.1bn, while returning to bottom line profitability.

Sales rose 7 per cent to F1.69bn, but a squeeze on margins and F1.725m in restructuring charges, taken above the line, more than halved operating profits to

F1.81bn from F1.404bn. Financing costs rose 30.1 per cent to F1.89m as a result of the increased debt load, and after tax profits from normal business operations slid 73.1 per cent to F1.725m.

Then came extraordinary debits of F1.31bn, where only F1.186m was charged last time. The fully diluted loss per share for 1996 was F1.1.73, against F1.7.13 in 1995, though the dividend

is held at F1.160. None of Philips' main product sectors bucked the trend. Operating income from lighting was down 28.6 per cent at F1.702m, and consumer products slid from F1.187m to only F1.10m. In both cases, the decline reflected restructuring costs.

Price pressures also affected the components and semiconductors side, with earnings down 33 per cent to F1.15bn.

Software and services, which includes PolyGram and Origin, showed a 44.7 per cent fall to F1.49m. And in professional products and systems, including medical equipment and industrial electronics, 1995 income of F1.17m fell to nil this time.

NOTICE TO THE BONDHOLDERS OF

NIPPON SODA CO., LTD.

¥12,000,000,000

Nil Coupon Resettable Convertible Bonds 2000

Pursuant to Condition 5.1.3 of the Terms and Conditions of the above-captioned Bonds (the "Bonds"), notice is hereby given as follows:

The current market price per Share (as defined in Condition 5.1.3) of NIPPON SODA CO., LTD. on February 7, 1997 was ¥860.1 and at least one Yen more than the Conversion Price of the Bonds (as defined in Condition 5.1.3) in effect on February 7, 1997 (¥733).

As a result, the Conversion Price of the Bonds will be revised pursuant to Condition 5.1.3 as set forth below:

Conversion Price before revision: Yen 733 per share

Conversion Price after revision: Yen 860.1 per share

Effective Date of revision: March 3, 1997 (Japan Time)

The Industrial Bank of Japan, Limited as Disbursement Agent on behalf of

NIPPON SODA CO., LTD.

Dated: 14th February, 1997.



THE KOREA EXPRESS CO., LTD.

(Incorporated in the Republic of Korea with limited liability)

Notice to the Bondholders of the outstanding

U.S. \$20,000,000

0.375% Convertible Bonds due 2009

of

The Korea Express Co., Ltd.

(the "Bonds" and the "Company" respectively)

NOTICE IS HEREBY GIVEN to the Bondholders that on October 1, 1996, the Company has authorized the granting to the holders of its Shares of rights to subscribe for further Shares in the Company. The exact date for such granting will be December 31, 1996 and the subscription price was set at Won 16,000.

The Company announces that such rights will entitle holders of its Shares to subscribe for further Shares in the Company at a consideration per Share receivable by the Company which is less than the current market price per Share (as determined in accordance with provisions of the Trust Deed constituting the Bonds) as December 31, 1996, the record date for the granting.

Accordingly, in accordance with the provision of the said Trust Deed, the existing conversion price of Won 31,820 has been adjusted with effect from January 3, 1997 to Won 30,361.

The Chase Manhattan Bank for and on behalf of The Korea Express Co., Ltd. February 14, 1997



REPUBLIC OF GHANA							
DIVESTITURE OF STATE-OWNED ENTERPRISES							
LIST OF AUTHORISED DIVESTITURES - AUGUST 1 - DECEMBER 31, 1996							
ENTERPRISE	MODE	NAME OF INVESTOR	PURCHASE PRICE	AMOUNT PAID	BALANCE	REMARKS	
1. GNPC Main Works	Outright Purchase	AEI Engineering Ltd.	\$402,000,000	\$201,000,000	\$201,000,000		
2. Wobzer Hotel	Outright Purchase	Architect Co-Partners	\$260,000,000	\$130,000,000	\$130,000,000		
3. GNPC Properties (19) Units	Outright Purchase	Various	\$247,000,000	\$194,700,000	\$227,300,000		
4. Akim Mamee & Toposet Rubber Plantation	Outright Purchase	Rubber Estates Ch. Ltd.	\$170,000,000	\$85,000,000	\$85,000,000		
5. Ghana Engineering Submarine House	Outright Purchase	NICO Trading Company	\$65,000,000	\$55,000,000	\$10,000,000		
6. Ghana Publishing Corp. (24 Residential Units)	Outright Purchase	Various	\$228,500,000	\$7,000,000	\$221,500,000		
7. GHOC/Canary, Wesschi	Outright Purchase	Africor Link Limited	\$583,000	\$583,000	\$583,000	Payment includes a set-off of payment due to Africor Link	
8. Donato Garment Factory	Outright Purchase	Electronics Industries	\$460,000,000	\$460,000,000	0	Re-Divestment	
9. SFC Coldstores (15 Units)	Outright Purchase	Various	\$257,250,000	\$127,810,000	\$139,440,000		
10. Ghana Motor Co.	Joint Venture	Marubeni Corporation	\$582,798,000	0	\$582,798,000	GOG Retains 25%	
11. NIC Properties - Head Office	Outright Purchase	Dakmak Industries	\$581,100,000	\$583,900,000	\$577,000		
12. Tema Shipyard & Drydock Corp.	Joint Venture	PSC Tema Shipyard Ltd.	\$584,200,000	\$582,100,000	\$582,100,000	GOG Retains 40%	
13. Ghana Film Industry Corp.	Joint Venture	GAMA Film Co. Ltd.	\$581,400,000	\$581,400,000	0	GOG Retains 50%	
14. Meridian Hotel	Outright Purchase	Ocegroup SMD BHD	\$525,000,000	\$525,000,000	0		
15. FPC Farm at Assin-Bosome	Outright Purchase	Koba Cement	\$5,000,000	\$5,000,000	0		
16. Gashaka Quarry, Waga	Outright Purchase	Kwadrin Assets Cons	\$70,000,000	\$70,000,000	0	Only movable assets were sold	

THE LIST REPRESENTS DIVESTITURES AUTHORIZED BY THE PRESIDENT DURING THE PERIOD AUGUST 1 - DECEMBER 31, 1996

ISSUED BY DIVESTITURE IMPLEMENTATION COMMITTEE - P.O. BOX 102, NORTH LABONE - P.O. BOX 102, CANTONMENTS - ACCRA, GHANA

American General takes over USLife

By John Authers
in New York

American General, the US life insurance and financial services company, yesterday announced it was buying New York-based USLife in a stock swap worth about \$1.8bn.

The acquisition is the biggest of five purchases that American General has made in the past two years. Its total expenditure over the period has been about \$4bn. However, the company said it did not expect the transaction to dilute

its earnings and predicted it could find consolidation savings, mainly through merging back offices, of about \$50m per year.

USLife had been tipped as a possible acquisition target on Wall Street, mainly because its founder and chief executive, Mr Gordon Crosby, had reached the age of 75.

Many analysts doubted it had a long-term competitive future given the increasing incursions into traditional life insurance by mutual fund companies and banks. Its results for 1996, released earlier this week, showed sluggish

revenue growth of only 3.8 per cent. Profits for the full year fell 28 per cent to \$76m.

As one of the largest takeover targets, USLife had also attracted attention from corporate financiers. It offers substantially improved distribution for Houston-based American General, adding 10,000 sales agents to the company's existing force of 15,000.

USLife's strength in New York state will also help American General, as its previous acquisitions had been in the south and mid-west.

Mr Robert Devlin, American General chief executive, claimed the company provided an "outstanding strategic fit" for his company, whose interests also include a large consumer lending business.

The move continues the trend towards consolidation in the life insurance industry, and confirms American General as one of the leading acquirers, along with GE Capital, the financial services arm of General Electric, and Indiana-based Conseco.

Once the deal is completed, by

the end of June, the combined companies will have assets of \$74bn. Their total revenues last year were \$9bn, with profits of \$757m.

Under the deal, USLife shareholders will exchange each share of their common stock for American General shares worth \$49. This would bring the market capitalisation of the new company to about \$10bn.

American General's share price was unchanged in early trading yesterday, at \$41½. USLife's share price rallied, gaining \$5¼ to \$47.

AMERICAS NEWS DIGEST

YPF posts record full-year earnings

Argentina's largest company, the oil and gas group YPF, yesterday reported record earnings for its 1996 financial year, helped by stronger oil prices and increased production. The better-than-expected performance saw YPF post a net profit of \$317m, up 3 per cent from 1995.

Mr Peter Schubert, an analyst at Mexican investment bank Interacciones Global, said the result was "stunning", adding that earnings would have been \$69m higher had YPF not adopted a conservative price-hedging policy on its oil exports to the US and Europe during the fourth quarter.

Fourth-quarter earnings surged to \$218m, 73 per cent higher than a year earlier. The company reaped the benefit of recent investment in increased production, delivering an average of 418,000 barrels a day during the fourth quarter - a company record and 7 per cent higher than in the same period of 1995.

Another strong contributor was YPF's international arm, Maxus, which saw operating earnings rise to \$68m in the fourth quarter, up from \$30m a year earlier.

Matthew Doman, Buenos Aires

United HealthCare down 13%

United HealthCare, one of the largest health management companies in the US, said yesterday that earnings slipped 13 per cent in the fourth quarter after a one-off charge.

Net income for the fourth quarter was \$95.1m, or 47 cents a share, compared with \$109.9m, or 57 cents, made in the same period last year before a restructuring charge. Revenues advanced 22 per cent to \$2.68bn.

Although earnings per share were a cent short of the median forecast, shares in the company rose 2¾, or 5 per cent, to \$51, amid signs that medical costs have begun to stabilise. Health maintenance organisations have been squeezed by a combination of rising medical costs and an extremely competitive market that has made it difficult to raise premiums.

Dr William McGuire, chief executive of United HealthCare, said he was "encouraged by the apparent stability in the medical costs trend". Total enrollment last quarter rose by 4.6 per cent or 214,000 members, even as United implemented rate increases, he said.

Lisa Branstetter, New York

Navistar profits slide

Navistar, the Chicago-based truck and diesel engine assembler, said profits fell sharply in the first quarter, but rising demand for heavy trucks would allow it to re-engage 500 employees at its Springfield, Ohio factory this quarter.

The company forecasts that demand for heavy trucks in the US and Canada will reach 170,000 units this year, down 13 per cent from 1996. However, Mr John Horne, Navistar chairman, said the estimate was cautious. "While we have not revised our forecast, current order receipts indicate that there may be some strength beyond this level," he said. Navistar's first-quarter net income fell to \$15m, or 10 cents a share, on sales of \$1.2bn, down from \$22m, or 20 cents, on revenues of \$1.4bn in the first quarter of last year.

The company's worldwide shipments of trucks and school bus chassis, at 20,400 units during the first quarter, were 15.9 per cent lower than the first quarter of 1997. However, Mr Horne said orders for all classes of Navistar's trucks were up from the first quarter of 1996. Laurie Morse, Chicago

Andersen chief to step down

Mr Larry Weinbach, managing partner of Andersen Worldwide, the umbrella organisation for Arthur Andersen, the accounting firm, and Andersen Consulting, is to stand down in August rather than seek a third four-year term.

Under his leadership, Andersen spun off its management and technology advice business under Andersen Consulting, while revenues have jumped from \$2.5bn in 1988 to an expected \$11bn this year. The worldwide organisation's 2,700 partners will in April consider options for the future of the firms. Mr Weinbach hinted that speculation that the two firms would formally split was unfounded. He said partners were committed to resolving open issues of the firm's governance and to maintaining our organisational structure.

Jim Kelly, London

Views sought on Bull venture

The European Commission has invited third parties to comment on a joint venture set up by Groupe Bull, NEC, and Packard Bell of the US, as part of an investigation under EU rules for vetting joint ventures.

NEC has acquired a 44 per cent stake in Packard Bell, while Bull has 16.26 per cent depending on future stock conversion provisions, giving each about 19 per cent voting equity in Packard Bell. The deal, first announced in June, will create the world's fourth-largest personal computer company.

In addition, Bull has sold to Packard Bell the whole of the issued share capital of its personal computer business, while NEC has transferred to Packard Bell certain assets of its worldwide PC business. NEC is excluding its PC business in Japan, China and the Asia-Pacific region from the venture. Interested parties have 10 days to make their comments.

Emma Tucker, Brussels

Talisman bids for energy producer

By Bernard Simon
in Toronto

Talisman Energy, formerly the Canadian arm of BP, has offered \$3.5bn (US\$1.1bn) in cash and shares for Wascana Energy, an oil and gas producer based in Regina, Saskatchewan.

The bid is the latest in a flurry of deals centred on a new generation of acqui-

sitive owners and managers in Canada's oil and gas industry. Their financial resources have been bolstered by rising oil prices and by a flood of equity and debt issues. Gulf Canada Resources is pursuing a \$3.1bn hostile bid for the UK's Clyde Petroleum.

Wascana had no immediate comment on Talisman's offer. The Saskatchewan provincial government, which

set up Wascana in 1973 to give it an interest in the local energy industry, remains the biggest shareholder, with a 7 per cent stake.

Talisman has offered \$318.50 in cash or 0.41 shares for each Wascana share. A maximum of 40 per cent will be paid in cash.

The proposed acquisition is designed to boost Talisman's presence in western

Canada to complement its extensive interests in the North Sea and Indonesia.

Talisman said the addition of Wascana would lift its output by about 30 per cent to 175,000 barrels a day of oil and gas liquids and 860m cubic feet of gas. It would also double Talisman's exploration properties in western Canada.

Wascana became a takeover target last December when Saskatchewan lifted a ban on any single shareholder owning more than 10 per cent of the voting shares.

Talisman, which is based in Calgary, Alberta, said it would keep Wascana's head office in Regina for at least five years.

Wascana's shares climbed \$1.95 to \$18.90 in early trading in Toronto yesterday. Talisman gained \$1.55 to \$46.70.

Busang talk lifts Bre-X shares

By Bernard Simon

Shares in Bre-X Minerals rose sharply yesterday on the prospect of intensified competition among international mining groups for part of the Calgary exploration company's 90 per cent stake in the vast Busang gold deposit in Indonesia.

Bre-X shares climbed \$2.15 to \$24.85 in early Toronto trading yesterday, giving the company a market value of \$55.9bn (US\$4.35bn). The stock was also helped by rumours that Bre-X had reached a deal with Aekta, an Indonesian company with a minority stake in Busang.

Busang, with estimated reserves of at least 57m ounces, is regarded as the biggest gold discovery this century. The proposed mine would come on stream in about 2000 at a cost of US\$1.5bn.

Bre-X has lobbied for an open bidding process since last November, when Indonesia invited Toronto-based Barrick Gold to acquire a majority stake in Busang, and build a mine on the property.

The mines ministry has set a February 17 deadline for Bre-X and Barrick to negotiate a deal with various local partners.

Other mining groups are confident the process will open up should the deadline pass without a deal. However, President Suharto's intentions remain uncertain. Mr Bill Belovay, analyst at CIBC Wood Gundy in Toronto, said an investment in Bre-X was "basically high-stakes blackjack".

Placer Dome, the Vancouver gold producer, has proposed a "merger of equals" with Bre-X. The deal would offer 40 per cent of Busang to the government and other local interests, compared with 10 per cent envisaged in the original Barrick/Bre-X proposal.

Speculation has surfaced in recent days that Freeport McMoran, the New Orleans-based mining and fertilizer group, may also be involved in talks with the government. Freeport, which is one of the biggest foreign investors in Indonesia, declined to comment yesterday.

Nusamba, an investment company with links to President Suharto, last month bought an indirect 9 per cent stake in Freeport Indonesia, a large copper and gold mine controlled by the US group.

Delphi steps out of GM's shadow

The world's biggest car parts manufacturer is learning how to be independent

Few people outside the motor industry have been interested in Delphi Automotive Systems, General Motors' components subsidiary.

Yet Delphi is twice as big as its nearest rival, Japan's Denso group, and towers over competitors such as Robert Bosch of Germany and TRW of the US.

This claim to fame has to date been dwarfed by its role as the in-house supplier to the world's biggest car company.

But Delphi may now be heading for the bright lights. The company, which makes virtually everything in a car from basic metal parts to microchips, has been reducing its dependence on GM and improving its productivity, to the extent that GM is considering floating a stake.

Mr Jack Smith, chairman of GM, said last month that the group was "evaluating its strategic alternatives", with the objective a partial flotation.

Listing Delphi would unlock further value for GM's shareholders. In the past year, GM has sold EDS, its information technology subsidiary, and the defence side of its Hughes Electronics operation. The purpose was to raise funds and improve GM's stock market rating, which many executives believe inadequately reflects its true value.

Mr Stephen Girsky, automotive analyst at Morgan Stanley in New York, approves of a partial float-

ation for Delphi: "It offers Delphi the opportunity to gain more outside business, and GM the chance to reduce its fixed costs," he says.

Delphi's attractiveness to investors will increase after it has incorporated Delco Electronics, another big GM components operation, which is being split off from Hughes Electronics as a result of the defence sale.

Adding Delco, which is about the size of one of Delphi's six divisions, will raise Delphi's turnover to more than \$32bn.

Under Mr J. T. Battenberg, chairman since 1994, Delphi has concentrated on reducing its dependence on GM's North American Operations division.

The proportion of sales going to that division has declined from almost 100 per cent in the 1980s to less than 65 per cent last year. The aim is to go below 50 per cent by 2002.

Various factors have contributed to the change. Delphi has improved the competitiveness of many of its US plants to rival smaller specialist manufacturers such as Johnson Controls, in seating, or TRW, in airbags.

At the same time, it has shed a slew of smaller businesses in which it did not believe it could gain a significant competitive position.

Delphi has also managed to convince rival carmakers that its "Chinese walls" are effective enough to trust it with confidential information about new products.

Such trust has become increasingly important in the industry as carmakers work more closely with suppliers to accelerate new model programmes.

Much of Delphi's growth has come outside the US. It has set up component operations in south America, Asia and eastern Europe, taking advantage of GM's plans to build car factories in these regions, where demand is rising fastest.

The lack of a big, established components industry in all three areas has allowed Delphi to pitch not just for GM's business, but for contracts from the other car companies flocking to these regions.

Since 1990, the components manufacturer has set up dozens of factories outside the US, on its own or through takeovers and joint ventures.

The proportion of Delphi's sales going to companies other than GM should grow even more sharply since the out-of-court settlement last month of the row between GM and Volkswagen, over GM's allegations of industrial espionage.

Under the terms of that settlement, VW agreed to buy \$1bn of Delphi parts over the next seven years.

Incorporating Delco Electronics should help Delphi expand. Delco's products range from car radios to sophisticated engine management systems.

So Delphi should now be able to offer carmakers inte-



J. T. Battenberg: preparing Delphi for possible partial float

grated "sub-assemblies" - such as a complete interior including seats, instruments and the entertainment system - which virtually no other components group can provide.

But Delphi's revolution is not complete. It must still shed its lingering image as GM's in-house supplier.

The company reached a turning point last December, with the sale of four poorly performing factories to Peregrine, a private investment vehicle.

Last week, Delphi announced it would close a problem plant in Trenton, New Jersey - one of 12 facilities under close scrutiny.

Mr Battenberg says Delphi is determined to "be close or sell" underperforming plants.

Among the 12 facilities under review is the brake

plant in Dayton, Ohio, which was the flashpoint for a costly strike last year, when GM attempted to reduce its dependence on in-house brake supplies. The 17-day stoppage brought vehicle building across the group to a virtual halt.

The surest sign of Mr Battenberg's success will be when GM finally separates out Delphi's financial results from the accounts for its North American operations.

That decision, to improve transparency, has been mooted for years, but never carried out - presumably because Delphi's results have been so poor.

Mr Smith says the decision is now "close". Only when it happens, however, can Delphi's growing up be considered complete.

Haig Simonian

Recommended Cash Offer by
JPMorgan
on behalf of
NT ACQUISITION LIMITED
to acquire
NEWMAN TONKS GROUP PLC

Morgan Guaranty Trust Company of New York ("J.P. Morgan") announces on behalf of NT Acquisition Limited ("NT Acquisition") that, by means of this advertisement and a formal offer document dated 13 February, 1997 (the "Offer Document"), J.P. Morgan is making an offer (the "Offer") on behalf of NT Acquisition to acquire all of the existing issued and fully-paid ordinary shares of 25 pence each in Newman Tonks Group PLC ("Newman Tonks") and any further such shares which are unconditionally allotted or issued before the date on which the Offer closes or such earlier date as NT Acquisition may decide (the "Ordinary Shares").

The Offer is 175 pence in cash for each Ordinary Share. Holders of Ordinary Shares ("Newman Tonks Shareholders") will also be entitled to the forecast dividend of 4.4 pence (net) per Ordinary Share in respect of the year ended 31 December, 1996.

NT Acquisition is a newly incorporated company established for the purpose of implementing the Offer and is a wholly-owned subsidiary of Ingersoll-Rand Company ("Ingersoll-Rand").

The full terms and conditions of the Offer (including details of how the Offer may be accepted) are set out in the Offer Document. This advertisement alone does not constitute and must not be construed as an offer. Newman Tonks Shareholders who accept the Offer may rely only on the Offer Document for all the terms and conditions of the Offer.

The Offer is, by means of this advertisement, extended to all persons to whom the Offer Document may not be despatched. Such persons are informed that copies of the Offer Document and Forms of Acceptance are available for collection from the receiving agent, The Royal Bank of Scotland plc, Registrars' Department, New Issues Section, Consort House, East Street, Bodmin, Bristol BS99 1FZ and from J.P. Morgan, 60 Victoria Embankment, London EC4Y 0DP.

The Offer will initially be open for acceptance until 3.00 p.m. on 6 March, 1997.

The Offer is not being made, directly or indirectly, in or into the United States, Canada, Australia or Japan, or by use of the mails of, or by any means or instrumentality of interstate or foreign commerce of, or any facilities of a national securities exchange of, any of those jurisdictions (including without limitation the post, facsimile transmission, telex and telephone) and the Offer cannot be accepted by any such use, means, instrumentality or facilities.

This advertisement is not being published or otherwise distributed or sent in or into from the United States, Canada, Australia or Japan and persons reading this advertisement (including, without limitation, custodians, trustees and nominees) must not distribute, send or mail this advertisement, the Offer Document or the Forms of Acceptance (or any related offer document(s)), in, into or from the United States, Canada, Australia or Japan nor use any such means, instrumentality or facilities in connection with the Offer, and doing so may render invalid any related purported acceptance of the Offer.

This advertisement is published on behalf of NT Acquisition and has been approved by J.P. Morgan, which is regulated in the UK by The Securities and Futures Authority Limited, solely for the purposes of Section 57 of the Financial Services Act 1986.

J.P. Morgan is acting for Ingersoll-Rand and NT Acquisition and no one else in connection with the Offer and will not be responsible to anyone other than Ingersoll-Rand and NT Acquisition for providing the protections afforded to customers of J.P. Morgan or for giving advice in relation to the Offer.

The directors of NT Acquisition and James E. Perrella (chairman, president and chief executive officer of Ingersoll-Rand) and Gerard V. Geraghty (vice president and controller of Ingersoll-Rand) accept responsibility for the information contained in this advertisement. To the best of their knowledge and belief (having taken all reasonable care to ensure that such is the case), the information contained in this advertisement is in accordance with the facts and does not omit anything likely to affect the import of such information.

14 February, 1997

The "Shell" Transport and Trading Company, p.l.c.

Final Dividend 1996

Notice is hereby given that a balance of the Register will be struck on 18th April, 1997 for the preparation of warrants for a Final dividend for the year 1996 of 22.5p per 25p Ordinary share. If approved at the Annual General Meeting to be held on 14th May, 1997 the dividend will be paid on 21st May, 1997.

For transferees to receive this dividend, their transfers must be lodged with the Company's Registrar: Lloyds Bank Registrars, The Causeway, Worthing, West Sussex BN99 6DA, not later than 3 p.m. on 18th April, 1997.

Share Warrants to Bearer

The Coupon to be presented for the above dividend will be No. 197 which must be deposited at Lloyds Bank Registrars' Department, Issues Section, Ground Floor, P.O. Box 1000, Antholin House, 71 Queen Street, London EC4N 1SL (not later than 18th April, 1997 to receive payment on 21st May, 1997) or may be surrendered through Messieurs Lazard Frères et Cie, 121 Boulevard Haussmann, 75382, Paris Cedex 08.

Proposed Capitalisation Issue

Notice is also given that, subject to the necessary resolution being passed at the Annual General Meeting (AGM) of the Company to be held on Wednesday, 14th May, 1997, there will be a capitalisation issue of Ordinary shares. If the recommendation is approved, two new Ordinary shares will be issued in respect of each Ordinary share held by shareholders on the Register at close of business on 27th June, 1997. The additional shares will carry the same rights as existing Ordinary shares but will not qualify for any dividends declared or paid before the conclusion of the AGM.

Further details and Notice of the AGM will be issued on or about 11th April, 1997.

Share Warrants to Bearer

The Coupon to be presented will be No. 198 and full instructions to the holders of Share Warrants to Bearer will be published in "The Financial Times" on Monday, 19th May, 1997.

By Order of the Board
Miss J.E. Muniff
Secretary

Shell Centre,
London SE1 7NA
13th February, 1997

JPY 101.50

COMPANIES AND FINANCE: INTERNATIONAL

Lend Lease climbs 14% in first half

By Nikki Tait in Sydney

Lend Lease, Australia's biggest listed property and financial services group, yesterday announced a 14.2 per cent increase in after-tax profit, to \$416.6m (US\$121m) for the first half to end-December.

Total revenues were \$1.03bn. Earnings per share, fully-diluted, rose from 58 cents to 64.4 cents. The interim dividend is increased from 43 cents a share to 48 cents.

The shares jumped when the results were announced, but fell back to close 11 cents lower at \$23.

The Sydney-based company confirmed it was still negotiating to buy Equitable Real Estate Investment Management, of the US, one of the largest managers of pension fund real estate investments with an estimated US\$25bn portfolio.

Lend Lease said due diligence was under way, but it would not be

making any further announcements before the end of February.

The profits increase came from both property and financial services.

The after-tax contribution from property rose from \$336.3m a year ago to \$339.3m, with the contracted forward workload standing at a record \$22bn.

That excludes the recently awarded contract to build the Olympic Village, in a consortium

with Mirvac, a property group in which Lend Lease owns a 25 per cent stake.

The company said it was still focused on the Sydney commercial market. But it continued to diversify offshore - notably into Asia, the US and the UK, where it is involved in the \$750m Bluewater shopping centre development in Kent.

On the financial services side, profits increased from \$86m a

year ago to \$104m. Funds under management rose from \$21.7bn to \$22.8bn. Retail sales increased by more than 50 per cent, but corporate sales and cash flows declined.

The company said its gross gearing ratio fell to 2.6 per cent. However, if the Equitable deal materialised, gearing would rise. Mr David Higgins, managing director, described the gearing level as "prudent" and providing "flexibility to take advantage of opportunities".

C&P rises high on low-income housing

The Philippines group, which builds homes and organises buyers, is valued at more than \$2.4bn

Some 20km from Makati, the business district of Manila where high-rise condominiums and office blocks are sprouting at a breathtaking pace, a quiet revolution is under way in housing.

With a land bank of 3,200 hectares - three-quarters of which is around Manila - Camella and Palmar Homes caters to the low and middle cost housing market, with units priced between 180,000 pesos and 3m pesos (\$6,800-\$114,000).

The group is 76 per cent owned by Mr Manuel Villar, who started a haulage company 20 years ago with 20,000 pesos and two trucks.

Following a 7bn peso initial public offering in 1996 at 12.7 pesos a share, the mass-housing pioneer is capitalised at more than \$2.4bn. The offering was well received by investors, and the shares started trading at 16-17 pesos.

They are now on a historic multiple of 22, in line with the market average, and at a one-third discount to the property sector.

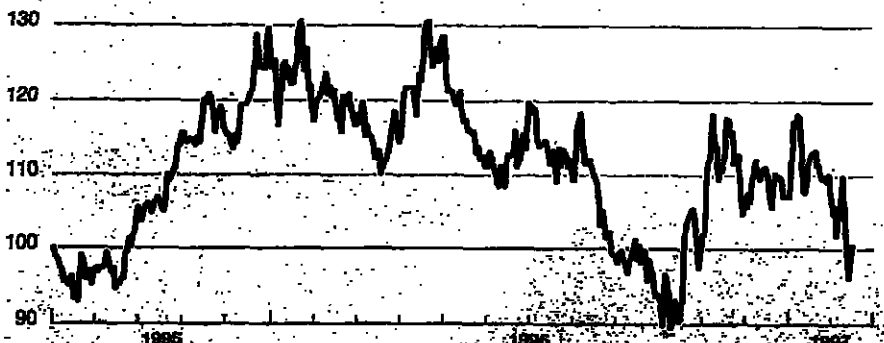
C&P Homes offers a one-stop shop, taking a buyer through the whole purchase, from assessing eligibility for government housing subsidies through processing applications and arranging mortgages.

Once it secures approval for a government loan and takes an initial payment from the buyer, it builds a house and receives the balance from the government agency between four and eight months later.

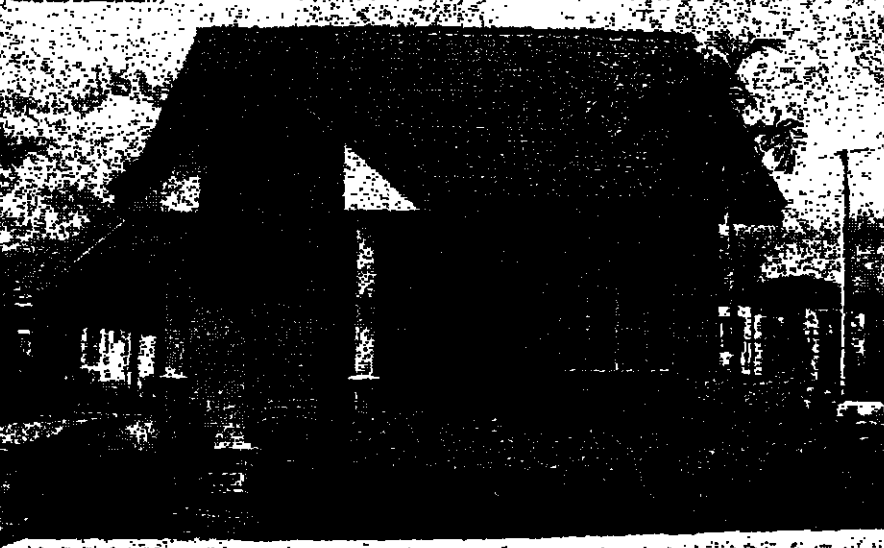
Its success, says Mr Lorne

Home sweet home

C&P share price relative to the Manila Composite



Source: Datamatrix



Yawney, head of research at BZW, the UK investment bank, in Manila, derives from its niche position in a strong market.

As analysts wonder how long the Manila property

boom can last - high-end property prices have quadrupled in the past two and a half years - C&P Homes is well placed to supply the continuing strong demand for low-cost housing.

Its land bank is estimated as lasting eight years, while the rapid rise in sales underlines the present strength of the low end of the market. In 1993, the group sold 9,400 units. In 1996, that rose

to 24,000. The target for 1997 is between 27,000 and 30,000, of which most will be priced below 500,000 pesos.

The constraint on building is not demand, land bank or financing, says the group, but just the availability of quality contractors.

Mr John Huang, chief financial officer, says: "We're not involved in high profile activities like golf courses, massive skyscrapers and resorts. We may have foregone opportunities in some segments, but our strength has been our focus."

So far the cautious approach has served the company well. Net profit jumped from 609m pesos in 1993 to 2bn pesos in 1996. Analysts expect that to rise to 2.67bn pesos for 1997, since the group strengthened its exposure to the middle income market from 3 per cent to 10 per cent.

This realignment reduced the group's traditional dependence on state funding agencies, which finance the purchase of most of the group's low-cost houses. The company has also benefited from the increasing availability of non-government financing to prospective home-owners, primarily from banks.

Domestic banks have turned more attention to the retail market, spurred by competition from the 10 foreign banks that entered the Philippines in 1995.

The group's strategy of providing affordable homes to the mass market is unlikely to change in the

medium term. With new competitors rushing into the middle income market, the group will maintain its focus on the low end.

Mr Huang is expecting no slow-down in demand for at least five years. "We estimate there are still 3m households that can't afford our cheapest houses," he says. "They'll be pulled into the market as the economy continues to grow."

However, C&P Homes' reliance on funding from the government's Unified Home Lending Programme (UHLPL) has meant delayed payments in the past. At the end of the third quarter last year, total contract receivables stood at 7.7bn pesos. But with improved mortgage collection rates, and a significant reduction in defaults coming from a revamped collection system, this is unlikely to cause the group serious problems.

The group faces two external risks beyond its control, Mr Yawney says. The first is that "the financing side of things is susceptible to changes on the political scene." Nevertheless, C&P Homes' experts funding under the UHLPL to rise from 15.4bn pesos in 1996 to about 20bn pesos this year.

The second risk, Mr Yawney says, "the success of the group is contingent on continuing consumer confidence, which is necessary when one buys a house."

But he continues: "That's part of the macro-economic picture, and we're quite bullish on that too."

Justin Marozzi

ASIA-PACIFIC NEWS DIGEST

Indian tracker fund launched

The first mutual fund to track an index of the National Stock Exchange in India, now the most active bourse on the subcontinent, has been launched after raising an initial \$30m.

The London-listed, open-ended India Access fund will track the NSE 50 Index and be managed by Unit Trust of India, the country's largest fund manager, in consultation with Commercial Union, the UK insurance group. SBC Warburg was the placing agent for the fund. Commercial Union will also be one of two lead investors for the fund, together with the Commonwealth Development Corp, the UK development finance institution. Of the initial fund corpus, Commercial Union has invested \$10m while CDC has contributed \$8m. The remainder has come from other institutional investors.

Dr Joseph Mariathasan, director of Commercial Union Investment Management, expected the fund would generate strong interest among foreign investors in Indian equities. He said that as most stock for the India Access fund would be sourced from UTI's other fund schemes, there would be little settlement risk and large quantities of stock would be readily available at "market rates", minimising errors in tracking the NSE 50 index.

Tony Tassell, Bombay

PMP slides 2.7% at halfway

Pacific Magazines & Printing, the Australian magazine publisher in which Rupert Murdoch's News Corporation holds a 40 per cent interest, yesterday announced a 2.7 per cent fall in profits after tax in the six months to end-December, to \$30.5m (US\$23.1m).

Sales were 22.3 per cent higher at \$589m, largely because of the recent acquisition of the listed Shomaga group, which creates digital data and images for the graphic arts industry and produces compact discs. However, earnings per share fell from 13.9 cents a year ago to 12.2 cents. PMP blamed the profits fall on low levels of consumer demand in Australia. Earnings from publishing alone were \$1.5m lower at \$20.1m, hurt by a 10 per cent increase in paper prices.

Nikki Tait, Sydney

Pewc agrees \$12.6bn loan

Pacific Electric Wire and Cable (Pewc), the Taiwanese group, has reached agreement with bankers to obtain a \$12.6bn (US\$487m) syndicated loan to build a mobile phone network in Taiwan.

International Commercial Bank of China, lead underwriter for the loan, said yesterday that more than 40 banks had expressed interest in joining the deal and that details would be finalised shortly. Pacific Communications Services, a joint-venture company led by Pewc, is one of two private-sector concerns which have won a licence to provide nationwide mobile-phone services.

Laura Tyson, Taipei

IDBI raises \$50m

The Industrial Development Bank of India, the country's largest development finance institution, has raised a \$50m seven-year loan from Asahi Bank. The loan will be used by IDBI to lend to companies for the import of capital goods and for project-related expenditure. IDBI has now raised \$380m in borrowings in the year to March out of a total of \$550m it is allowed by the Indian government to raise on the international market in 1996-97. IDBI said it was considering raising the balance of \$170m on the euromarket before the end of the fiscal year.

Tony Tassell

Lebanese carrier finds new lease of life after rigours of war

On a recent Middle East Airlines flight from Beirut to Brussels, passengers expecting to board a Boeing 747 or an Airbus 310 were instead flown on a 28-year old Boeing 707 that is about to be retired.

Ageing aircraft, antiquated equipment and dismal service have plagued Lebanon's flag carrier for years as the country's political class fought over control of the airline.

But MEA is getting a new lease of life. The first sign of its rehabilitation - a new Airbus 320 - took off from the Beirut airport this month. The aircraft is the first of four newly leased Airbuses that will replace the eight Boeing 707s which make up half the airline's fleet.

MEA's modernisation comes courtesy of Lebanon's central bank. Bucking the worldwide move towards privatisation of airlines, the Lebanese government has, through the central bank, doubled its stake in MEA, taking control of 99 per cent of the shares.

Last autumn, the central bank swapped \$100m of debt owed to it for equity in MEA and agreed to a further \$135m capital injection, to be paid out over 18 months. The first tranche of \$31m allowed the airline to start leasing new aircraft.

MEA kept flying during all but three of the 17 years of Lebanon's civil war, which ended in 1990. But it emerged from the war battered.

Middle East Airlines is embarking on a modernisation plan with central bank help, reports Roula Khalaf

The devaluation of the Lebanese pound had turned its capital, worth \$50m before the war, into a mere \$100,000. In the first three post-war years, MEA racked up nearly \$100m in losses and was forced to turn to Lebanon's central bank for loans.

The recapitalisation plan proposed by the former management fell victim to political squabbling between Mr Rafiq Hariri, the Lebanese prime minister, and Mr Nabih Berri, the speaker of parliament.

Mr Hariri wanted a change in management and insisted that

new capital should be provided directly by the central bank. Mr Berri preferred to see the capital injected through Intira, the company controlled by the Lebanese government which owned 82.5 per cent of the airline.

After more than two years, Mr Hariri won the battle. A new chairman, Mr Khaled Salam, took over in late 1995 with a mandate to restructure the airline. A year later, the central bank began injecting funds.

Lebanon's central bank puts a market-oriented spin on the takeover. "It is not the central bank's

vocation to own an airline," says Mr Nasser Saidi, vice-governor of the central bank. "We are acting as an investment bank and we had to put in more money to get return on our investment. But once the airline is restructured, it will open up many options, including privatisation."

Mr Salam has had a turbulent start. In April, Israel bombed Lebanon for 17 days, shattering plans to attract tourists. The 12 per cent increase in passengers projected during the year evaporated,

and losses for 1996, announced yesterday, reached \$50m, compared with the \$35m deficit recorded the previous year. "The effect of the Israeli attacks was catastrophic," says Mr Salam. He estimates that it cost MEA about \$12m in lost revenues.

Mr Salam expects the airline to lose about \$20m this year but to break even in 1998. Whether he hits his targets depends in part on factors outside his control, such as stability in the region.

What Mr Salam has more control over is improving service and reducing the airline's cost structure. With 31 carriers now flying into Beirut, MEA can no longer rely on Lebanese passengers' loyalty to their national carrier.

Despite political instability and a rise in fuel costs last year, Mr Salam says he cut costs by \$17m by, for example, scrapping gifts for first-class passengers.

French and German consultants are helping devise a reorganisation which could get more than half the 4,300 staff off the MEA's payroll and allow the airline to hire new blood.

Staff cuts will be achieved in part through outsourcing. A new catering company, jointly owned by MEA, has already taken over 150 of the airline's employees. Ground handling operations and engineering are now being considered for outsourcing.

"Passengers are only interested in service and new planes. We're improving both," Mr Salam says.

Prices for electricity generated by the purpose of the electricity pooling and in England and Wales.

Hour	Pool price	Pool price	Pool price
12 noon	20.00	20.00	20.00
13.00	18.25	22.00	24.00
14.00	17.50	22.00	24.00
15.00	17.50	22.00	24.00
16.00	17.50	22.00	24.00
17.00	17.50	22.00	24.00
18.00	17.50	22.00	24.00
19.00	17.50	22.00	24.00
20.00	17.50	22.00	24.00
21.00	17.50	22.00	24.00
22.00	17.50	22.00	24.00
23.00	17.50	22.00	24.00
24.00	17.50	22.00	24.00

Prices are determined for every half-hour in each half-hour time period. Prices are in pence per kilowatt-hour. The pool price is the average of the prices of the electricity generated by the pool members. The pool price is the average of the prices of the electricity generated by the pool members. The pool price is the average of the prices of the electricity generated by the pool members.



STET - Società per Azioni
Registered Office in Turin - Corporate Headquarters in Rome
Capital Stock L. 5,387,212,121,000 fully paid-up
Entered under No. 28503 in the Ordinary Section of the Company Register of Turin
Tax ID No. 00471850015

NOTICE OF ORDINARY MEETING

The stockholders are invited to an Ordinary Meeting at the Convention Hall located at 34 Via A. Bertola, Turin, at 10:00 AM on February 25, 1997 on the first call, or at the same time and place on February 26, 1997 on the second call, if required, to deliberate and vote on the following

AGENDA

Appointment of Directors and resolutions pursuant to Article 9 of the Articles of Association.

Only stockholders who have deposited their ordinary shares at least five days prior to the date of the Meeting at the corporate offices at 34 Via A. Bertola, Turin, or at 41 Corso d'Italia, Rome, or at Monte Titoli S.p.A. for the securities which it manages, or at any of the usual authorized banks may attend the Meeting.

Outside Italy, shares may be deposited at the following branches of authorized banks:

London: Banca Commerciale Italiana S.p.A. - 42/48, Gresham Street - EC2V 7LA
Credito Italiano S.p.A. - 17, Moorgate - EC2R 6AR
Banca di Roma S.p.A. - 87, Gresham Street - EC2V 7NQ

New York: Banca Commerciale Italiana S.p.A. - One William Street - N.Y. 10004
Credito Italiano S.p.A. - 375, Park Avenue - N.Y. 10152
Morgan Guaranty Trust Company of New York - 60, Wall Street - NY 10280

Paris: Banca Nazionale del Lavoro S.p.A. - 26, Avenue des Champs Elysees - 75008

Frankfurt am Main: Istituto Bancario San Paolo di Torino S.p.A. - Eschersheimer Landstrasse, 55 - D 60322

Zurich: Lavoro Bank A.G. - Talacker, 21 - 8001

Prof. Guido Rossi
Chairman of the Board of Directors

The Notice of the Ordinary Meeting has been published in the Official Gazette of the Italian Republic, Issue No. 32, Part II of February 8, 1997.

Holders of ADRs representing STET ordinary shares, which are listed on the New York Stock Exchange, should contact Morgan Guaranty Trust Company of New York, Depositary of the abovementioned ADRs, at 60 Wall Street, New York, NY 10280.

Fortis AG

PUBLIC OFFERING WITH PRE-EMPTION RIGHT OF 3,207,340 NEW SHARES WITH VVPR STRIPS

Subscription period : from 12 to 26 February 1997 inclusive
Subscription price : BEF 5,040
Ratio : 1 new share for 12 shares
Pre-emption right : coupon no. 9 of the shares
Dividend entitlement of the new shares : 1 January 1996

The issue note, containing a subscription form, is available at the offices of the institutions listed below. The annual report, which is the reference document, is available free of charge at the company at telephone no. +32 2 220 93 49.

The pre-emption right is listed on the Brussels, Antwerp and Luxembourg Stock Exchanges from 12 to 26 February 1997 inclusive and is negotiable on the London Stock Exchange. Coupon no. 9 of the VVPR strips is declared without value.

The underscribed pre-emption rights, represented by scrips, will be auctioned on the Brussels Stock Exchange, in principle on 7 March 1997, to the benefit of the shareholders concerned.

Listing of the new shares and of the VVPR strips has been applied for on the Brussels and Antwerp Stock Exchanges. An application to register the new shares only has been made to the London and Luxembourg Stock Exchanges.

ASLK-CGER Bank • Generale Bank • SBC Warburg

Banque Bruxelles Lambert/Bank Brussel Lambert

Crédit à l'Industrie/Krediet aan de Nijverheid • Fortis Bank Luxembourg
J.P. Morgan • Kredietbank • Lehman Brothers • MeesPierson
Morgan Stanley • Petercam

Fortis AG, société anonyme
Boulevard Emile Jacqmain 53
1000 Brussels - Belgium
Trade register Brussels: 1811

COMPANIES AND FINANCE: UK

Royal Dutch/Shell continues search

By Robert Corzine

Royal Dutch/Shell, the Anglo-Dutch oil group, yesterday admitted it had failed to find any attractive large-scale acquisition opportunities on which to spend some of its \$12.3bn cash pile.

In the course of reporting record profits of almost \$5.7bn (\$9.3bn) for the year to December, Mr John Jennings, the departing chairman of Shell Transport and Trading, said the group had considered making acquisitions across the broad range of its activities. "But it is really difficult to find any inspired acquisition opportunities," he said.

He noted that the company's size in some regions prevented it from pursuing a number of meaningful acquisitions or joint ventures, as it could easily fall foul of competition authorities.

Analysts who have criticised the company for keeping such large cash balances said it was not surprising it had failed to find any suitable acquisition opportunities. "There is an inbuilt predisposition to grow by themselves," said Mr John Toals-

ter at Société Générale Strauss Turnbull. He noted that the company's cash balances are equivalent to 16.5 per cent of capital employed, against an industry average of 3.5 per cent.

Shell plans to boost capital spending over the next four to five years to \$12bn-\$13bn, against a current average of about \$11bn. But even so it will remain financially flush. Mr Jennings conceded that Shell has "surplus financial capacity. But how much is spare is debatable," he said.

The sensitivity of the group to its high cash balances was such that it produced a chart showing that five other large international industrial companies had even bigger cash hoards.

Sales rose 15 per cent to £110bn. The 30 per cent rise in profits for the year reflected the strong oil price through much of last year.

Oil volumes were up by 2 per cent, but natural gas output rose sharply by 10 per cent. The generally positive upstream performance was underpinned by the fact that the company replaced its reserves last year for the

first time in five years. Volume growth of 7 per cent was predicted for the rest of the decade.

Refining and marketing volumes grew by between 6 and 7 per cent, but it remained "a very tough business," with competition likely to remain intense in many key markets. Full-year profits for refining and marketing of £1.7bn were up 2 per cent, although the fourth-quarter results showed a 5 per cent fall to £227m.

The chemicals side was hit badly by higher operating costs, and full-year earnings were off 40 per cent to £677m. There was a recovery in the fourth quarter, when chemical earnings more than doubled to £139m.

The company announced final dividends of 22.5p (20.4p) for Shell Transport and Trading, payable from earnings per share of 33.5p (47.3p), and of £1.25 (F1.55) for Royal Dutch Petroleum, payable from earnings per share of £117.87 (F113.1).

Mr Mark Moody-Stuart, who will take over from Mr Jennings this year, said company was making good progress in reducing its vulnerability to the chemicals cycle. But 1997 was likely to remain a "tough year".



John Jennings: 'It is really difficult to find any inspired acquisition opportunities'

ness in reducing its vulnerability to the chemicals cycle. But 1997 was likely to remain a "tough year".

The strong performance last year resulted in a sharp rise in the company's return on average capital employed

to 13.2 per cent, compared with 10.6 per cent in 1995. It is the main measure by which oil companies compare their performances, and the company's large cash balances have traditionally depressed its performance.

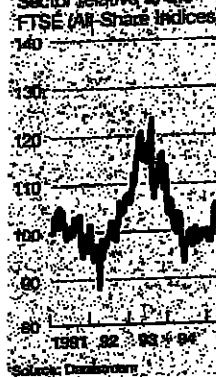
LEX COMMENT

ScotAm

What, precisely, do policyholders have to gain from the requirement that bidders in the auction for Scottish Amicable must accept the board's decision as final? Not only are bidders having to promise not to put a rejected offer direct to policyholders; an unsuccessful bidder cannot even disclose publicly what its offer was. Such arcane matters, it is argued, are too complex to be entrusted to the mere owners of the business. Yet that is not the point. Even if policyholders find the valuation arguments mind-boggling, the threat of disclosure or a hostile bid would still usefully sharpen the board's incentive to make the right choice. Indeed, the more disclosure the board allows, the more convincingly it will be able to justify its decision.

UK life insurers

Sector relative to the FTSE 100 - Standard Indices



British Gas

The gas regulator made some powerful points yesterday about the Labour party's planned windfall tax. Tighter regulation means there is little prospect of windfall profits in future. And if there was a windfall early on, shareholders are certainly not still sitting on it: the shares have underperformed the market by 30 per cent since privatisation. If Labour calculates the tax sensibly - for instance basing it on stock market outperformance up to a relatively recent date - BG shareholders could conceivably escape. Yet that would have a deliciously ironic result: since the tax has long been priced into the shares, shareholders really would then land a windfall.

Williams expected to bid for Chubb

By Jane Martinson

Williams Holdings, the industrial conglomerate, is today expected to announce a £1.25bn (\$2.05bn) recommended offer for Chubb Security, the alarms and locks group in a move which will make it one of the world's leading security equipment manufacturers.

This latest sign of consoli-

dation in the security industry is likely to be subject to a monopoly and mergers investigation as it combines two of the largest locks and fire extinguishers businesses in the UK.

Williams is expected to give undertakings to sell parts of these businesses to gain regulatory approval.

Takeover speculation prompted Chubb to make an

announcement to the London Stock Exchange yesterday. It said a recommended deal was being discussed at a price "not expected to exceed a value of 450p per share", valuing it at £1.25bn.

Chubb shares rose 79p, or 23 per cent, to close at 420p yesterday. A 450p a share offer would be at a 43 per cent premium to the price before bid speculation

emerged earlier this week.

The Stock Exchange launched an investigation into the share price movement last night. The premium, described by one analyst as "topsy" was in line with other bids in the sector.

Some brokers suggested that one of Chubb's North American competitors could emerge as a bidder. The most likely contenders

included Tyco International and Republic Industries, the US conglomerates, and Honeywell, the US building services concern. Ingersoll-Rand, the US industrial manufacturer, was ruled out by many analysts because of its recent acquisition of Newman Tonks.

Williams shares closed 34p up at 338p, valuing the group at £1.95bn.

Rover planning British emphasis

By Haig Simonian

Rover, the British car maker owned by BMW, is considering reviving old-fashioned names like "shooting brake" for its future models to emphasise its "Britishness" under its German parent.

Mr Walter Hasselkus, Rover's German chief executive, said it was "rather unlikely" Rover would retain the current three-digit model denominations for future passenger cars. "The strategy for model names is now under discussion," said Mr Hasselkus, appointed by BMW to run Rover last September.

BMW believes future Rover cars must re-emphasise the brand's "core British values" of the 1950s and 1960s. Shooting brake was a name used in the period to describe what is now called an estate car but the name is rarely used in common language today.

The names of Rover's current 400/500/800 series line-up were coined in the 1980s to emphasise its break with the past via its technological alliance with Honda of Japan under British Aerospace's ownership.

Ironically, the 400/500/800 denominations were a barely disguised emulation of BMW's established 3, 5 and 7 Series titles as part of attempts by British Aerospace, Rover's previous owner, to position Rover as "the British BMW" in the 1980s.

The 200 station wagon, for example, was called the "Tourer" in a blatant allusion to BMW's similar, but far more successful, 3 Series Touring model.

BMW's plans to emphasise "core British values" include the greater use of wood and leather in Rover interiors and more curvaceous exterior styling.

Stressing Rover's traditional values is key to BMW's strategy to turn around the loss-making British brand by boosting exports. Mr Hasselkus said he expected exports to account for "over 60 per cent" of sales within a few years.

Exports accounted for 54 per cent of turnover last year - the first time they had exceeded half of turnover in its history.

Tesco breaks up NatWest alliance

By Peggy Hollinger and George Graham

The alliance between National Westminster Bank and Tesco, Britain's largest supermarket chain, broke up abruptly yesterday just nine months after the two groups launched their innovative debit card scheme.

Tesco yesterday switched its loyalty to Royal Bank of Scotland, announcing a joint venture to provide a much wider range of financial services, stretching from credit cards to life assurance.

Lord MacLaurin, outgoing chairman of Tesco, resigned from the NatWest board "in light of Tesco's decision to develop its own retail banking business". Besides developing new products with the Royal Bank of Scotland, Tesco will also shift the administration of Clubcard Plus, the interest-bearing debit card and loyalty scheme it launched with NatWest in June.

Lord MacLaurin's resignation follows the abrupt departure of two other retailers from bank boards. Sir Richard Greenbury, chairman of Marks and Spencer, and Mr John Gildersleeve, a director of Tesco, were asked to leave the Lloyds TSB board in December because of the growing competition between their businesses.

While both NatWest and Tesco tried to argue that the parting of ways came without acrimony, it was clear the bank had not been aware of the move before the public announcement yesterday.

NatWest admitted it had been taken aback, while analysts said the rift clearly showed supermarket held the whip hand.

Calm seas with no icebergs

George Graham finds bank shares are kept at a discount despite hopes of strong results

Barclays chief executive, to deliver another share buy-back. Mr Derek Wanless, at NatWest, may do likewise.

Investors have taken notice, and the banks sector has outperformed the FTSE 100 index by about 20 per cent over the past six months.

Banks have historically traded at much lower price/earnings ratios than the rest of the market - with exceptions such as the last recession when the ratio was distorted by the slump in bank earnings.

Today, with a p/e at about 84 per cent of the market's, the sector is above its long-term multiple, and it will be hard to convince investors it should move up to the same rating as the market overall.

The idea that banking is a cyclical business remains firmly in fund managers' memories, and many wonder how long it can be before the next chasm opens up to swallow bank shareholders' money.

Bankers, after all, have often appeared to be reluctant in their pursuit of the next appetising banana skin.

This time, however, the UK banks insist things are

different. In an economy where low inflation and low interest rates have become more embedded, there is less danger of the lending excesses of the 1980s.

Moreover, they say, banks are now far better equipped to spot the pitfalls and control their risks.

"At the start of the last recession you had balance sheets growing at 30 per cent a year, no understanding of risk profiles, no segregation between personal and corporate lending. We had no radar, and icebergs were lurking the place," said one senior UK banker.

This time around, several of the larger banks have already reined in their lending, anticipating higher interest rates and slower economic growth after the general election.

"That makes us very cautious lenders in areas such as small business and personal overdrafts," said another.

Banks like Barclays have led the way in applying actuarial techniques, already used for example in assessing credit card limits, to

RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends Corresponding dividend	Total for year	Total last year
Armitage Bros	28 wks to Dec 15	15.5 (14.1)	1.03 (0.937)	17.1 (15.5)	3.3	Apr 15	3.1	7.2
Bearings Group	Yr to Nov 30	32.8 (31.2)	2.03 (0.747)	41 (11.1)	0.75	Apr 23	1	nil
Bell	6 mths to Dec 31	32.8 (45.1)	0.18 (0.4)	0.14 (0.21)	-	-	-	-
Morgan Stanley	Yr to Dec 31	283.1 (175.2)	5.17 (3.05)	13.13 (8.05)	2.85	-	1.85	4.2
Shell Transport	Yr to Dec 31	110,034 (95,449)	5.69 (4.75)	63.6 (47.8)	22.5	May 21	20.4	36.9
Ward	Yr to Oct 31	35.7 (29.8)	2.98 (3.51)	5.7 (8.7)	nil	-	1	1.5
White Corroon	Yr to Dec 31	685.5 (685.5)	91.5 (50.24)	13 (7)	1.55	Apr 1	1.55	6.8
	NAV (p)	Attributable Earnings (£m)	EPS (p)	Current payment (p)	Date of payment	Corresponding dividend	Total for year	Total last year
Edinburgh Jones	Yr to Dec 31	35.3 (36.5)	0.083 (0.099)	0.28 (0.33)	nil	-	0.16	0.16
Midwest Charter	Yr to Nov 30	344.8 (291.7)	5.43 (4.83)	6.71 (5.96)	0.6	Apr 8	4	5.85
Tor	6 mths to Jan 31	1,845 (1,865)	0.939 (0.824)	23.287 (22.918)	114	Apr 30	10	-
Flaming Overseas	6 mths to Dec 31	398.6 (398.5)	2.69 (2.93)	2.02 (2.21)	1.5	Mar 27	1.5	4.6

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. After exceptional credit. 10p increased capital. 11p profit figures are shown after tax and minorities. 12p Gross income. 13p First interim for 1997. 14p Second interim; makes 22p to date. 15p Included foreign income dividend element.

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MANAGEMENT

When Morgan Stanley's chairman, Dick Fisher, announced the merger of the US investment bank with retail brokerage Dean Witter Discover last week, he was characteristically blunt about the challenge: "If our two firms can't get this kind of thing right, it says something about our ability to help our clients."

His confidence may be reassuring, but the history of mergers and acquisitions among the financial institutions is not: American Express and Shearson Lehman, Swiss Bank Corporation and S.G. Warburg, Deutsche Bank and Morgan Grenfell - all have been more painful than envisaged by their instigators.

The usual explanation for discord following such mergers is "culture-clash". It is notoriously difficult to get arrogant, highly-paid investment bankers to work effectively with commercial bankers or brokers they consider their inferiors.

In turn, the brokers resent the higher pay and better perks of their new colleagues. For example, when brokerage Smith Barney hired a team of mergers and acquisitions specialists from Morgan Stanley in 1993 to beef up its investment banking operation, resentment boiled over as Smith Barney investment bankers watched from steege as their new colleagues swanned into first class aircraft seats.

On the face of it, the Morgan Stanley and Dean Witter link-up has all the hallmarks of a classic culture-clash. Morgan Stanley is a blue chip, global investment bank, while Dean Witter is decidedly middle market.

But there is some common ground. Both companies are considered tightly run and well managed, in sectors where this is not the norm. "They are both strongly performance-driven," according to James Quella, a director of Mercer Management Consulting. At both companies, senior management is credited with eliminating the "star" system and imposing a strong corporate culture.

"When we first met with Morgan Stanley, we were struck by how similar the management styles were," says Mitch Merin, the Dean Witter executive in charge of managing the transition.

Morgan Stanley and Dean Witter rise on news of \$24bn alliance S merger creates finance giant



Morgan Stanley and Dean Witter hope to avoid a culture clash, says Tracy Corrigan

Banking on integration

But the best reason for feeling sanguine about the merger is that there seems to be relatively little true merging on the agenda. Morgan Stanley's clients are institutional investors and big companies, while Dean Witter's clients are retail investors, and some smaller companies.

"The fact is that investment bankers on Wall Street aren't going to have much contact with a branch office in Des Moines," says Bob Scott, the Morgan Stanley executive who shares responsibility for the merger process.

There is "so little overlap that it's not threatening."

And even in areas where there is overlap, the approach appears to be gradualist. "The assumption is that the [retail and institutional] businesses [of the two companies] are very different and it makes more sense to keep them different," says Scott.

Scott at Morgan Stanley and Merin at Dean Witter

have put together a small group of staff which is assembling teams to work out how to reap benefits in different parts of the businesses.

Initially the plan is to bring together the corporate finance groups - an area where Morgan Stanley is strong but Dean Witter has some presence. This should benefit both: Morgan Stanley will be able to market its new retail distribution to corporate clients, while Dean Witter brokers will have more and better products to sell to clients.

There will be no effort, at least in the short term, to consolidate asset management, the one business where both companies are strong.

Such an integration would be complex, given the different strands and brand names within the asset management businesses. "Certainly for a while and maybe forever there is a way to run these businesses in parallel," says Scott.

One important decision has already been taken: Morgan Stanley Dean Witter will not be bringing in management consultants, despite many offers of help.

"We have people who can manage the integration process and who understand the business," says Scott.

"We want to develop plans in-house so the people who have to live with them feel ownership of them." Management consultants may be brought in at a later stage, but only to implement specific plans drawn up by the in-house teams.

Don McNeese, a consultant at Towers Perrin, believes "the slow pace towards integration is actually the right path in this case: there is no need to be in a rush - both companies are operating very well."

However, he adds, there is a danger in failing to tackle the issue of integration at all: "If all it is to be a financial holding company, why go to the trouble of a merger?"



John Kay

Don't just do it

Albania's pyramid selling debacle highlights one trap for emerging market economies

The Titan Business System is a simple form of chain letter. Each agent pays to join, and hopes to be amply repaid by other agents who are subsequently persuaded to join. There is nothing more to it than that. There is no detergent in the garage, there is no pile of plastic kitchenware in the living room.

All the scheme does is to redistribute money from those who join the club late to those who join it early, and nothing is produced except rich pickings for those who organise it.

When Britain's Department of Trade and Industry tried to shut Titan Business Club down last year Patrick Minford, one of chancellor Kenneth Clarke's wise men, was quick to denounce its action as Stalinist bureaucracy.

The Albanians, who know more about Stalinist bureaucracy than most people, have learnt better.

The collapse of similar schemes in their country has led to demonstrations that threaten the government. Some of them might even like a little Stalinist bureaucracy back.

Incredibly, Minford is only mildly repentant. True, he does now acknowledge the need for some regulation. But he still denounces the DTT's secret police, claims that pyramid selling is an important business tool, and applauds chain letters as business games, involving skills, high returns and high risks.

We should sympathise with the Albanians. Scams of this kind are common in all early-stage market economies. The 17th century Dutch, the founders of modern capitalism, succumbed to tulip mania. A hundred years later the English were avid subscribers to the South Sea bubble. Even in the 1920s, Americans were buying patches of Florida swamp at

inflated prices in the expectation that they would sell them on at even higher prices to other people.

But as capitalist economies mature we acquire lessons from experience. Most of us learn the difference between an investment and a lottery and a range of social and regulatory institutions evolve to help us.

But, it seems, not everyone learns to make these distinctions. Not Peter Baring, who thought it was remarkably easy to make tens of millions of pounds by buying securities in Singapore and selling them at a higher price in Osaka.

Nor Patrick Minford. We need to distill more carefully our knowledge of how markets really work.

In the past two decades we have understood that markets are much better allocators of resources than bureaucrats. But that does not mean that "just do it" should be the slogan of a successful market economy.

One of eastern Europe's problems today is the influence of western economists who have told those emergent economies exactly that. And some of them are even described as wise men.

When you take something that is worth £1, and turn it into something that is worth £2, you add £1 of value and make a profit of £1. And if I have something that is worth £1 to me, but is worth £2 to you, then we can find terms of exchange that are profitable for both of us.

These are the basic principles of efficiency in production and exchange. They equate private and added value. They provide the basic truths behind Adam Smith's metaphor of the invisible hand.

But there are other transactions which look like these, but whose substance is different. There is



Angry Albanians demonstrate against the government

noticing that something is worth £2 when others think it is worth only £1. Now if no one else would ever have noticed the same thing, this is almost as useful as adding £1 of value. An oil company which finds reserves which no one else could have discovered has not manufactured the oil, but what it has done is just as useful.

On the other hand, if someone else would have found out a few minutes later, the value you add by being the first to notice is very small, although the profit is still £1.

That is why gold rushes are another common feature of early-stage capitalism. They attract effort disproportionate to the economic importance of the activity, because everyone hopes to find the gold first. And then there is persuading others that something previously worth £1 is actually worth £2.

Sometimes this is harmless enough, as when people are led to believe that the right brand of perfume, or jeans, will make them attractive to the opposite sex and therefore that they should command a higher price. But mostly this is the point at which law and regulation starts to intervene. And so they should.

Now a dangerous weakness of unbridled capitalism is that noticing

that a £2 asset is selling for £1, or persuading people to pay £2 for a £1 asset, is often easier and quicker than turning £1 of materials into £2 of output.

Many more large fortunes are made by buying something cheap and selling virtually the same thing dear - property, shares, companies, currencies - than by establishing productive businesses.

That is why these kinds of activities have an irresistible attraction for the naive and credulous and also account for a disproportionate fraction of the ablest talent in modern economies.

They need to be kept under control, by a mixture of regulation and social restraint. If they are not, then the fate of the naive and credulous will threaten the whole structure of a market economy - as in Albania.

And if they are not, then much of the limited talent we have in modern business will be devoted, not to adding value, but to buying and selling the same things over and over again - as in modern Britain and the United States.

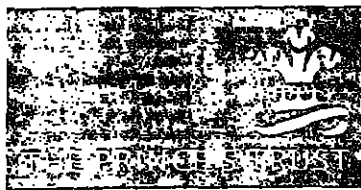
John Kay is a director of London Economics and prospective director of the School of Management Studies at Oxford University. This column appears fortnightly

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PERU • PHILIPPINES • POLAND • ROMANIA • RUSSIAN FEDERATION • SINGAPORE • SLOVAK REPUBLIC • SOUTH AFRICA • SPAIN • SWITZERLAND • TAIWAN • THAILAND
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Market ignores Bundesbank pleas

MARKETS REPORT

By Wolfgang Münchau

The Bundesbank's attempts to stop the slide in the D-Mark against the US dollar had relatively little impact on the currency markets, as traders chose to ignore the pleas from Frankfurt.

The dollar rose by 0.39 pence against the D-Mark to DM1.6871, a level which the German central bank made it clear should not be pushed any higher.

Starting yesterday took a break from its inexorable rise against the D-Mark, and fell by 1.28 pence to DM2.7367.

The Bundesbank's latest warning had come from Mr Johann Wilhelm Gaddum, the vice-president, who said the depreciation of the D-Mark had gone far enough. German officials fear that a further decline in the D-Mark could lead to rise in

imported inflation, to which the Bundesbank could not respond by raising interest rates, given the current sentiments about Germany's economic performance and difficulties in meeting the Maastricht criteria for the single European currency.

Mr Klaus Beader, senior currency economist at Deutsche Morgan Grenfell in London, said the market ignored the pleas because the Bundesbank has virtually no sanctions up its sleeve. "It is one thing for a central bank to determine an ideal exchange-rate parity, it is quite another thing to obtain it. The markets look at it and see that a change in monetary policy is unlikely."

There remains further upside potential for the dollar against the D-Mark according to several strategists - perhaps for a rise in the dollar by 10 pence.

But Mr Tony Norbury, currency strategist at ABN Amro Bank in London, warned that there were a number of reasons to suspect that the dollar will not continue appreciating against the D-Mark.

He pointed out that real yields in the US are no higher than German yields. Nor was there an immediate prospect of a tightening in US monetary policy.

Furthermore, the markets may be too pessimistic about the German economy. This applies especially to the rate of unemployment - the recent increase was due almost entirely to seasonal factors and is expected to be reversed in the spring.

Despite its continued weakness against the dollar, the D-Mark did not weaken

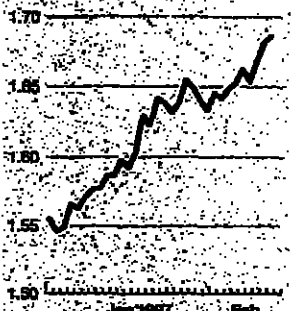
against other European currencies. The markets increasingly look upon Germany, France and Benelux as a single euro bloc.

But they are becoming increasingly sceptical about the lira. Yesterday, the D-Mark rose by 1.3 to L863.9.

The weakening in the lira reflected changed expectations of the Italian govern-

DOLLAR

Against the D-Mark (DM per \$)



Source: Datastream

ment's ability to achieve further fiscal tightening this year. A growing expectation that Italy will probably not be among the first group of EU countries to adopt the single currency added to fundamental weakness of the lira at present.

The markets have so far focused on Italy's chances of participating in the first wave of countries participating in the single currency. But attention may soon shift to Spain and Portugal. Mr Antonio Sousa Franco, Portugal's finance minister, yesterday declared confidently that "we are going to be in the euro. We are going to be in the first wave." Portugal's

EURO CURRENCY INTEREST RATES

Feb 13

Short term 7 days One month Three months Six months One year

Belgium 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

Denmark 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

France 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

Germany 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

Italy 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

Netherlands 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

Spain 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

Sweden 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

Switzerland 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

UK 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

US 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

Japan 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

South Korea 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

India 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

Hong Kong 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

China 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

Taiwan 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

South Africa 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

Philippines 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

Indonesia 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

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Singapore 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

Thailand 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

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Myanmar 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

Laos 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

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Vietnam 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

North Korea 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

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Japan 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2 3 1/2

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government is forecasting a deficit of 2.9 per cent of gross domestic product for this year, the same Germany's forecast, and just under the 3 per cent ceiling under the Maastricht Treaty.

Currency strategists said sterling's small decline against the D-Mark was partly connected to mildly disappointing inflation figures, and the news that the opposition Labour Party has tabled a vote of censure against a senior government minister. The prospects of a defeat for the government were sufficient to unsettle the markets.

Mr Norfield said that despite yesterday's jitters, "the fundamental strength of sterling, especially against the D-Mark, is not going to disappear soon. But even if you are bullish about sterling or the dollar, there is enough uncertainty around to justify a temporary pause."

POUND SPOT FORWARD AGAINST THE POUND

Feb 13

Closing bid/offer spread Day's mid low

One month Three months One year

Rate %PA Bank of England

Europe (S) 1.2583 -0.0009 1.2574 1.2583 2.1

Austria (S) 1.2583 -0.0009 1.2574 1.2583 2.1

Belgium (S) 1.2583 -0.0009 1.2574 1.2583 2.1

Denmark (S) 1.2583 -0.0009 1.2574 1.2583 2.1

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DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Feb 13

Closing bid/offer spread Day's mid low

One month Three months One year

Rate %PA Bank of England

Europe (S) 1.2583 -0.0009 1.2574 1.2583 2.1

Austria (S) 1.2583 -0.0009 1.2574 1.2583 2.1

Belgium (S) 1.2583 -0.0009 1.2574 1.2583 2.1

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COMMODITIES AND AGRICULTURE

A ministerial meeting last week paved the way for a surge of UK imports

Deal expected soon on Norwegian gas

Legal problems holding up an Anglo-Norwegian agreement that could unleash a surge of Norwegian gas exports to the UK are expected to be resolved "within weeks," according to a UK government official.

Mr John Michel, the head of the oil and gas division at the Department of Trade and Industry, said the government was "very pleased at the outcome" of a meeting last week between Lord Fraser, the UK energy minister, and his Norwegian counterpart.

Mr Michel said the negotiation of a new treaty to cover gas exports from Norway to the UK through the Frigg pipeline would take considerably longer.

But he was optimistic that a "pragmatic" solution would be found to problems concerning the jurisdiction of the two countries over the pipeline.

He conceded that a number of UK North Sea gas producers had approached the

DTI to express concern over a new Frigg treaty, and the threat that cheap Norwegian gas exports could pose.

But he said volumes through the pipeline would be determined by market forces. The intent of the agreement was for the pipeline's capacity "to be used to the full," he said.

In 1985 Norwegian gas supplied about 27 per cent of UK demand. But a sharp increase in UK gas production and the refusal of the British government to authorise new gas imports has caused Norway's share of the UK market to fall to about two per cent.

In recent months the government has been particularly keen to reach agreement on a new treaty as part of its drive to open continental European gas markets to greater competition.

An effective ban on new Norwegian exports sent uneasily against the government's free trade policy. The speed with which

Norway might exploit a new treaty is not known. Some Norwegian fields which lie close to the pipeline route could be tied in relatively quickly, say British officials.

However, much depends on whether Norwegian suppliers can find a market for the gas in the UK - which currently has a surplus - or whether they will be more interested in opening a new export route to Europe through Britain.

The UK-Continental interconnector linking Bacton to Zeebrugge in Belgium is due to open at the end of 1998.

Although there were signs of significant movement towards European gas liberalisation late last year, there are fears among UK officials that the desire for change is evaporating.

Ms Clare Spottiswoode, the gas industry regulator in Britain and a leading advocate of change in Europe's gas industry, yesterday said that in recent weeks, "there



Lord Fraser, UK energy minister

has been a lot of nice words about liberalisation but very little action."

Europe's first natural gas futures contract was officially launched yesterday at London's International

Petroleum Exchange.

The first two weeks of trading has produced a "respectable" daily average volume of 235 trades, according to IPE officials.

However, traders which have used the contract say many more market participants, and especially speculative traders, will need to become involved before it can reach the liquidity levels desired.

COMMODITIES DIGEST

Nigerian smelter delays start-up

The Aluminium Smelting Company of Nigeria will not begin production before the second quarter of 1997, Mr Peter Waschka, general manager of the controversial and much-delayed project, said yesterday.

"Construction is more or less finished," Mr Waschka said. "The turbines are in place, energy from gas is there and the people are ready. But we are short of working capital and some aspects of infrastructure, such as the dredging of the river lmo, need to be tackled."

Construction of the Alcon plant, which is estimated to have already cost around \$1.5bn, began in 1989. The smelter was originally to have started operations five years ago, but funding and other problems caused a series of delays. Annual capacity from two pot lines is expected to be 193,000 tonnes.

Mr Waschka said he was confident that production would begin before the end of the year. "The obstacles are essentially bureaucratic, and it is frustrating," he explained. "But the political will is certainly there."

Nigeria's military-led government holds a 70 per cent stake in the smelting company. Ferrostaal of Germany, the turnkey contractor, has 20 per cent, while Reynolds Metal, the US aluminium group, has 10 per cent. The plant, which has huge energy requirements, will be powered by surplus gas from Nigeria's oil sector which was previously flared off.

Anthony Goldman, Lagos

CBOT may revise terms

A special committee at the Chicago Board of Trade has recommended revisions to the terms of the exchange's benchmark maize and soybean futures and options contracts. The proposals, which must be adopted by the exchange's executive committee, will be approved in a referendum of the CBOT's membership, reduce the contract's delivery points to a single geographic area and convert delivery terms to barge or vessel shipping certificates, rather than warehouse receipts.

The plan would eliminate Toledo and St Louis as CBOT delivery points in favour of a region along the Northern Illinois River, from Pekin, Illinois to Chicago. This is one of the busiest cash grain markets in the US, and one where price and trading information is readily available to the public, said Mr William Evans, a CBOT member who chaired the committee.

The Commodity Futures Trading Commission, the CBOT's chief regulator, in December ordered the exchange to rework its ageing grain delivery provisions, saying they left the futures market open to manipulation and reduced its economic relevance.

Laurie Morse, Chicago

LME change proposed

The London Metal Exchange board today will discuss a proposed change that would enable directors representing the LME's ring-dealing members, which take part in daily open-outcry trading, to be ousted by non-ring-dealing members. The proposal follows a recommendation by the Securities and Investments Board review of UK metals trading in the wake of the Sumitomo copper scandal. At present, ring members provide eight of the LME's 16 directors.

Clay Harris, London

Glencore deal helps zinc to \$1,221 a tonne

MARKETS REPORT

By Peter John

Zinc prices shot through an important psychological level yesterday as dealers responded to several pieces of positive fundamental news. The contract traded on the London Metal Exchange rose \$33 to breach \$1,200, reaching \$1,221 a tonne.

Dealers were reacting to news that Glencore, the Switzerland-based trading group, had bought almost 25 per cent of Asturias de Zinc de Spain, the world's fourth largest zinc producer. There was also speculation that Asturias was suffering a trucking strike, which was restricting stock levels.

Zinc prices have risen 20 per cent since the start of the year and Mr Martin Squires, metals analyst with Rudolf Wolff, has forecast that the market will be in deficit this year and prices will be pushed sharply higher. He has a target price of \$1,400.

Copper rose ahead of a busy lunchtime session which saw prices squeezed sharply higher. Copper for delivery in three months was up at almost \$3,300 during the 1.00pm session, although by the afternoon close the contract had eased slightly to end up at \$3,275 a tonne.

Attempts to cover short positions - the situation whereby dealers sell stock they do not hold in expectation of prices falling further

- were exacerbated by some buying from Korea and worries about the availability of warehouse stocks.

Data released earlier in the week showed a smaller increase in stocks than many analysts had forecast. In addition, several copper specialists are expecting further pressure on stocks as orders from China pick up again after the end of the Chinese New Year celebrations.

Aluminium was lifted by Chinese buying, which sent the price up \$21 to close at \$1,576, just off the new peak reached earlier in the session.

London coffee prices were dragged higher initially as the New York contract steamed through a

significant resistance level yesterday.

The combination of strikes in Colombia, lower than expected US output and pressure on short trading positions forced the arabica contract up 5 cents to a new high of \$177.25 a pound in early US dealing.

That pressure percolated through to London, where the robusta contract traded on the Liffe moved forward before London dealers were able to call the price lower in late trading. It ended \$7 lower at \$1,600.

Ms Judy Ganes, coffee analyst with Merrill Lynch in New York said: "There really isn't a stock around at the moment. The market has risen to a point where

it draws out the supply but I don't know where that supply is."

Oil prices were slack, with West Texas Intermediaries for March delivery virtually unchanged at \$21.85 in mid-afternoon dealing on London's International Petroleum Exchange.

By 6pm in London, Brent Blend for March delivery was trading marginally higher at \$20.58, some 4 cents above the Tokyo opening.

Worries about an increase in supply were reinforced earlier in the week by reports that US inventories were slightly higher than forecast.

However, the short-term concern was partially offset by reports of an eight-hour strike at Petroleos de Venezuela.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

(Prices from Arranged Metal Trading)

ALUMINIUM, 99.7 PURITY (\$ per tonne)

Close 1543-4 1575-6

Previous 1524-25 1557-5

High/Low 1575/1550

AM Official 1532-33 1554-55

Kerb close 1575-6

Open Int. 251,137

Total daily turnover 95,824

ALUMINIUM ALLOY (\$ per tonne)

Close 1480-5 1485-7

Previous 1435-45 1450-70

High/Low 1450-60 1490/1480

AM Official 1450-60 1480-81

Kerb close 1450-2

Open Int. 5,592

Total daily turnover 1,385

LEAD (\$ per tonne)

Close 651-2 657-8

Previous 644-45 652-3

High/Low 650/650 652/650

AM Official 652-3 655-6

Kerb close 655-7

Open Int. 39,888

Total daily turnover 11,704

NICKEL (\$ per tonne)

Close 7820-30 7810-15

Previous 7785-95 7870-80

High/Low 7840/7840 7900-10

AM Official 7795-80 7900-10

Kerb close 7870-80

Open Int. 51,246

Total daily turnover 10,415

TIN (\$ per tonne)

Close 5890-85 5930-40

Previous 5895-75 5930-40

High/Low 5875 5950/5930

AM Official 5870-71 5930-31

Kerb close 5940-45

Open Int. 15,590

Total daily turnover 3,236

ZINC, special high grade (\$ per tonne)

Close 1201-2 1223-4

Previous 1185-69 1188-89

High/Low 1195 1229/1190

AM Official 1215-16 1221-2

Kerb close 1174-87

Open Int. 87,267

Total daily turnover 26,229

COPPER, grade A (\$ per tonne)

Close 2285-90 2282-83

Previous 2374-79 2246-49

High/Low 2271 2252/2240

AM Official 2271-72 2271-72

Kerb close 2274-5

Open Int. 142,833

Total daily turnover 11,049

LME AM Official E/S rates: 1.6527

LME Closing E/S rate: 1.6202

Spec. 1.6243 1.6215 1.6212 1.6212 1.6212

HIGH GRADE COPPER (COMEX)

Close 108.15 108.10 108.10 352 1,787

Previous 108.05 108.05 108.05 430 2,517

High/Low 108.05 108.10 108.10 35 1,881

May 104.40 104.40 104.30 742 8,231

Jul 103.40 103.40 103.30 90 882

Jul 102.55 102.55 102.40 87 4,715

Total 7,227 63,832

PRECIOUS METALS

LONDON BULLION MARKET

(Prices supplied by N M Rothschild)

Gold (tray oz) \$ price £ equiv Sfr equiv

Close 342.00-343.00 512.25 1,787

Opening 343.00-343.00 512.25 1,787

Morning fix 342.50 209,850 498,928

Afternoon fix 342.50 210,882 498,671

Day's High 343.00-343.00 512.25 1,787

Day's Low 341.80-342.10 512.25 1,787

Previous close 340.95-341.95

London Silver Gold Lending Rates (US \$/oz)

1 month 3.50 6 months 4.01

2 months 3.75 12 months 4.01

3 months 3.88

Silver Fix p/roy oz. US \$ equiv.

Spot 313.80 512.25

3 months 318.10 518.35

6 months 322.55 524.50

1 year 331.80 537.45

Gold Coins \$ price £ equiv.

Kruggerand 342-344 210-212

Maple Leaf 81-84 50-52

Precious Metals continued

GOLD COMEX (100 Troy oz; \$/roy oz)

Sett. Day's price change High Low Vol Int

Feb 342.5 -2.4 344.5 343.0 197 3,557

Mar 342.5 -2.4 344.5 343.0 197 3,557

Apr 342.5 -2.4 344.5 343.0 197 3,557

May 342.5 -2.4 344.5 343.0 197 3,557

Jun 342.5 -2.4 344.5 343.0 197 3,557

Jul 342.5 -2.4 344.5 343.0 197 3,557

Aug 342.5 -2.4 344.5 343.0 197 3,557

Sep 342.5 -2.4 344.5 343.0 197 3,557

Oct 342.5 -2.4 344.5 343.0 197 3,557

Nov 342.5 -2.4 344.5 343.0 197 3,557

Dec 342.5 -2.4 344.5 343.0 197 3,557

Total 82,834 198,188

PLATINUM NYMEX (\$0 Troy oz; \$/roy oz)

Sett. Day's price change High Low Vol Int

Apr 386.6 -2.2 374.0 389.5 1,185 16,671

May 386.6 -2.2 374.0 389.5 1,185 16,671

Jun 386.6 -2.2 374.0 389.5 1,185 16,671

Jul 386.6 -2.2 374.0 389.5 1,185 16,671

Aug 386.6 -2.2 374.0 389.5 1,185 16,671

Sep 386.6 -2.2 374.0 389.5 1,185 16,671

Oct 386.6 -2.2 374.0 389.5 1,185 16,671

Nov 386.6 -2.2 374.0 389.5 1,185 16,671

Dec 386.6 -2.2 374.0 389.5 1,185 16,671

Total 14,198 26,888

PALLADIUM NYMEX (100 Troy oz; \$/roy oz)

Sett. Day's price change High Low Vol Int

Mar 140.00 -1.00 142.75 139.25 2,088 7,100

Apr 141.15 -0.95 143.00 140.75 3,582 12,581

May 142.20 -0.85 144.00 141.50 3,306 11,306

Jun 143.20 -0.95 145.00 142.50 50 116

Jul 143.20 -0.95 145.00 142.50 50 116

Aug 143.20 -0.95 145.00 142.50 50 116

Sep 143.20 -0.95 145.00 142.50 50 116

Oct 143.20 -0.95 145.00 142.50 50 116

Nov 143.20 -0.95 145.00 142.50 50 116

Dec 143.20 -0.95 145.00 142.50 50 116

Total 2,888 11,773

SILVER COMEX (5,000 Troy oz; Cents/roy oz)

Sett. Day's price change High Low Vol Int

Feb 513.1 -0.8 491.0 491.0 15 -

Mar 513.1 -0.8 491.0 491.0 15 -

Apr 513.1 -0.8 491.0 491.0 15 -

May 513.1 -0.8 491.0 491.0 15 -

Jun 513.1 -0.8 491.0 491.0 15 -

Jul 513.1 -0.8 491.0 491.0 15 -

Aug 513.1 -0.8 491.0 491.0 15 -

Sep 513.1 -0.8 491.0 491.0 15 -

Oct 513.1 -0.8 491.0 491.0 15 -

Nov 513.1 -0.8 491.0 491.

FT MANAGED FUNDS SERVICE

[illegible]

LONDON STOCK EXCHANGE

Wall Street pushes Footsie to a new high

MARKET REPORT
By Philip Coggan,
Markets Editor

The influence of Wall Street overcame the effect of further disappointing news on inflation to send the FTSE 100 index to another all-time high.

Having risen by 104 points on Wednesday, the Dow Jones Industrial Average made another strong start yesterday and looked set to attack the 7,000 level. At the close of London trading, the Dow was around 20 points ahead.

European markets were also supportive, with around 10 continental bourses at all-time highs.

Footsie got an immediate lift from the Dow's Wednesday performance and by 9am was 30 points ahead. However, the inflation numbers gave the market something to chew on as they showed a rise in the headline rate from 2.5 per cent to 2.8 per cent and an unchanged underlying rate (excluding mortgage interest payments) of 3.1 per cent, when most analysts had expected a fall.

The chances look slim of the government meeting its target of pushing underlying inflation below 2.5 per cent by the end of this Parliament.

Mr Richard Jeffrey, Charterhouse group economist, said:

"The inflation numbers were the latest in a string of data to cause concern. The Bank of England report on Wednesday predicted inflation falling sharply in the first quarter and this is not a good start. One has a suspicion that the impact of a strong pound on retail prices will not be as great as the Bank believes."

Glit prices were hit by the inflation news and the benchmark 10-year issue was down around five ticks at the close of trading.

But the equity market was not depressed for long and by mid-morning Footsie had reached its high for the day of 4,327.1. Further support from Wall Street in

the afternoon helped the leading index to close at 4,327.1.

Other indices were also higher. The FTSE 250 rose 12.3 to 4,586.7 while the SmallCap index set another all-time high of 2,335.1, up 5.1 on the day.

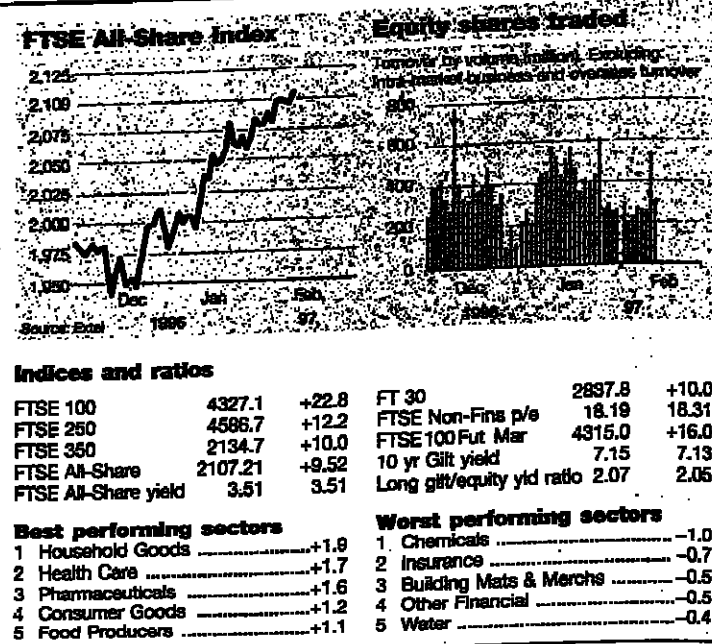
Corporate news was mixed, with a strong set of numbers from oil giant Shell and a bid approach to security group Chubb offsetting an £100m charge against accounting irregularities at Pearson, the media group, and some sterling-related caution at the insurance broker Willis Corroon.

Mr Corey Miller, equity strategist at Credit Lyonnais Laing, said: "The undercurrent of the

market is very, very strong and it seems able to shrug off the recent profits warnings. But in valuation terms, particularly in relation to index-linked gilts, it is looking a bit stretched."

The dividend yield on the FTSE All-Share Index was just 3.51 per cent on Wednesday night, while index-linked gilts, a virtually risk-free asset, were offering a real yield of around 3.4 per cent.

Volume was a healthy 936.8m shares by the 6pm cutoff, of which 56 per cent was in non-Footsie stocks. The value of company business on Wednesday, excluding Crest-transacted trades, was £747.8m.



Write-off jolt for Pearson

By Joel Kibazo
and Jeffrey Brown

Media group Pearson, which owns the Financial Times, moved to the top of the market's list of bid targets after saying it had uncovered improper accounting at its Penguin USA books subsidiary. The company said the discovery could force it to write off as much as £100m against last year's profits.

News of the discovery dismayed a market that had started believing the flow of bad news from the UK group had come to an end.

The shares fell sharply and dealers reported them tumbling to 690p in pre-market trading, having closed at 763½p the previous day. They continued at those lower levels until mid-morning when speculation that the UK group was now ripe for a takeover swept through the market.

The shares eventually closed 14 lighter at 749½p, having traded a hefty 14m, the highest daily total since mid-1993.

Pearson shares have performed strongly over the last three months as the group's new management gained credibility with both brokers and the wider investment community.

However, whispers of a bid had continued in some quar-

ters and speculation increased earlier this week when it was reported that Mr Michael Price, a US fund manager, had acquired a near 1 per cent stake in the company.

A feeling of exasperation was evident among many of the analysts following the stock; several indicated that the prospect of a takeover bid was the only reason for advising clients to hold on to the shares.

But supporters blamed the company's problems on the improper accounting at its Penguin USA books subsidiary. The company said the discovery could force it to write off as much as £100m against last year's profits.

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FUTURES AND OPTIONS

FTSE 100 INDEX FUTURES (LFFB) £25 per full index point (AP1)									
Open	Sett price	Change	High	Low	Est. vol	Open	Sett price	Change	High
Mar	4319.0	4316.0	+17.0	4320.0	4307.0	10050	5875		
Jun	4386.0	4383.0	+17.0	4390.0	4376.0	200	5875		
Sep	4386.0	4383.0	+17.0	4390.0	4376.0	0	1901		

FTSE 250 INDEX FUTURES (LFFB) £10 per full index point									
Open	Sett price	Change	High	Low	Est. vol	Open	Sett price	Change	High
Mar	4615.0	4625.0	+10.0	4625.0	4615.0	340	8376		

FTSE 100 INDEX OPTION (LFFB) £10 per full index point									
Open	Sett price	Change	High	Low	Est. vol	Open	Sett price	Change	High
Mar	4319.0	4316.0	+17.0	4320.0	4307.0	10050	5875		

EURO STYLE FTSE 100 INDEX OPTION (LFFB) £10 per full index point									
Open	Sett price	Change	High	Low	Est. vol	Open	Sett price	Change	High
Mar	4319.0	4316.0	+17.0	4320.0	4307.0	10050	5875		

LARGE CAP FTSE 100 INDEX OPTION (LFFB) £10 per full index point									
Open	Sett price	Change	High	Low	Est. vol	Open	Sett price	Change	High
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Highs & Lows shown on a 52 week basis

WORLD STOCK MARKETS

EUROPE									
AUSTRIA (Feb 13 / Fri)									
Index	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56
Change	+12.34	+12.34	+12.34	+12.34	+12.34	+12.34	+12.34	+12.34	+12.34
BELGIUM (Feb 13 / Fri)									
Index	3,456.78	3,456.78	3,456.78	3,456.78	3,456.78	3,456.78	3,456.78	3,456.78	3,456.78
Change	-5.67	-5.67	-5.67	-5.67	-5.67	-5.67	-5.67	-5.67	-5.67
FRANCE (Feb 13 / Fri)									
Index	12,345.67	12,345.67	12,345.67	12,345.67	12,345.67	12,345.67	12,345.67	12,345.67	12,345.67
Change	+15.78	+15.78	+15.78	+15.78	+15.78	+15.78	+15.78	+15.78	+15.78
GERMANY (Feb 13 / Fri)									
Index	23,456.78	23,456.78	23,456.78	23,456.78	23,456.78	23,456.78	23,456.78	23,456.78	23,456.78
Change	-10.90	-10.90	-10.90	-10.90	-10.90	-10.90	-10.90	-10.90	-10.90
ITALY (Feb 13 / Fri)									
Index	15,678.90	15,678.90	15,678.90	15,678.90	15,678.90	15,678.90	15,678.90	15,678.90	15,678.90
Change	+8.01	+8.01	+8.01	+8.01	+8.01	+8.01	+8.01	+8.01	+8.01
NETHERLANDS (Feb 13 / Fri)									
Index	4,567.89	4,567.89	4,567.89	4,567.89	4,567.89	4,567.89	4,567.89	4,567.89	4,567.89
Change	-3.21	-3.21	-3.21	-3.21	-3.21	-3.21	-3.21	-3.21	-3.21
PORTUGAL (Feb 13 / Fri)									
Index	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56
Change	+0.12	+0.12	+0.12	+0.12	+0.12	+0.12	+0.12	+0.12	+0.12
SPAIN (Feb 13 / Fri)									
Index	3,456.78	3,456.78	3,456.78	3,456.78	3,456.78	3,456.78	3,456.78	3,456.78	3,456.78
Change	-1.23	-1.23	-1.23	-1.23	-1.23	-1.23	-1.23	-1.23	-1.23
SWEDEN (Feb 13 / Fri)									
Index	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56
Change	+0.45	+0.45	+0.45	+0.45	+0.45	+0.45	+0.45	+0.45	+0.45
SWITZERLAND (Feb 13 / Fri)									
Index	2,345.67	2,345.67	2,345.67	2,345.67	2,345.67	2,345.67	2,345.67	2,345.67	2,345.67
Change	-0.78	-0.78	-0.78	-0.78	-0.78	-0.78	-0.78	-0.78	-0.78
UNITED KINGDOM (Feb 13 / Fri)									
Index	5,678.90	5,678.90	5,678.90	5,678.90	5,678.90	5,678.90	5,678.90	5,678.90	5,678.90
Change	+2.34	+2.34	+2.34	+2.34	+2.34	+2.34	+2.34	+2.34	+2.34
EUROPEAN DOLLAR INDEX (Feb 13 / Fri)									
Index	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Change	+0.01	+0.01	+0.01	+0.01	+0.01	+0.01	+0.01	+0.01	+0.01
AFRICA									
SOUTH AFRICA (Feb 13 / Fri)									
Index	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56
Change	-0.12	-0.12	-0.12	-0.12	-0.12	-0.12	-0.12	-0.12	-0.12
NORTH AMERICA									
CANADA (Feb 13 / Fri)									
Index	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56
Change	+0.12	+0.12	+0.12	+0.12	+0.12	+0.12	+0.12	+0.12	+0.12
MEXICO (Feb 13 / Fri)									
Index	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56
Change	-0.12	-0.12	-0.12	-0.12	-0.12	-0.12	-0.12	-0.12	-0.12
ASIA									
HONG KONG (Feb 13 / Fri)									
Index	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56
Change	+0.12	+0.12	+0.12	+0.12	+0.12	+0.12	+0.12	+0.12	+0.12
TAIWAN (Feb 13 / Fri)									
Index	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56
Change	-0.12	-0.12	-0.12	-0.12	-0.12	-0.12	-0.12	-0.12	-0.12
THAILAND (Feb 13 / Fri)									
Index	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56
Change	+0.12	+0.12	+0.12	+0.12	+0.12	+0.12	+0.12	+0.12	+0.12
JAPAN (Feb 13 / Fri)									
Index	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56
Change	-0.12	-0.12	-0.12	-0.12	-0.12	-0.12	-0.12	-0.12	-0.12
AUSTRALIA (Feb 13 / Fri)									
Index	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56	1,234.56
Change	+0.12	+0.12	+0.12	+0.12	+0.12	+0.12	+0.12	+0.12	+0.12

Rockwell Automation is leading technological innovation with more than 500,000 products for a broad spectrum of industries.



INDICES									
Index	Feb 13	Feb 12	Feb 11	High	Low	1996/97	1996/97	1996/97	1996/97
Argentina (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Australia (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Brazil (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Canada (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
China (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
France (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Germany (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
India (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Indonesia (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Italy (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Japan (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Korea (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Malaysia (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Netherlands (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Philippines (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Portugal (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Spain (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Sweden (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Switzerland (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Taiwan (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Thailand (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
UK (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
USA (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Vietnam (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Yugoslavia (2/12/97)	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
US INDICES									
Index	Feb 13	Feb 12	Feb 11	High	Low	1996/97	1996/97	1996/97	1996/97
Dow Jones	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00
S&P 500	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
NASDAQ	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
NYSE	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
AMEX	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00
NYSE Composite	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
NYSE Midcap	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00
NYSE Smallcap	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00
NYSE Microcap	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00
NYSE Ultra Microcap	9,000.00	9,000.00	9,000.00	9,000.00					

[illegible]

4 pm close February 15

[illegible]

4 pm close February 13

[illegible]

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Company	Mid price (Gearing on day)	Volume	High	Low	Company	Mid price (Gearing on day)	Volume	High	Low
Advanced	US\$8.125	2600	8.5	8	Intergenics	US\$61.25	-0.125	26550	10.125
Altech Systems	US\$11	2050	11.25	9.75	Mentel Int'lnt.	US\$15	-0.25	0	11.375
Dr Salomon's MS	US\$12.125 +125	1000	23.125	16.525	Patch	US\$5.5	+0.125	10000	5.75
									4.75

Prices for 13/02/97.

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